

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMUNIQUE SERIAL II. NO.14.1**



WIDEN YOUR WORLD



1 JANUARY – 31 DECEMBER 2021

BOARD ACTIVITY REPORT

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMUNIQUE SERIAL II. NO.14.1**

TABLE OF CONTENTS

1. INDUSTRY DEVELOPMENTS.....	3
2. FIELD OF ACTIVITY, CAPITAL STRUCTURE AND SUBSIDIARIES	4
3. ORGANIZATIONAL STRUCTURE	9
4. BOARD OF DIRECTORS AND COMMITTEES	11
5. SENIOR MANAGEMENT.....	14
6. HUMAN RESOURCES	15
7. DEVELOPMENTS WITHIN THE INCORPORATION.....	16
8. TRAFFIC RESULTS	20
9. FLEET	22
10. FINANCIAL SITUATION	22
11. RELATED PARTY TRANSACTION.....	24
12. INVESTMENTS, INCENTIVES AND INVESTMENT POLICIES.....	24
13. FINANCING SOURCES	26
14. RISK MANAGEMENT AND INTERNAL CONTROL MECHANISM.....	26
15. CORPORATE SOCIAL RESPONSIBILITY	28
16. PROJECTIONS ABOUT THE INCORPORATION	28
17. STRATEJIC TARGETS OF THE INCORPORATION.....	28
18. PROFIT DISTRIBUTION POLICY	29
19. DONATION AND AID POLICY	29
20. HUMAN RESOURCES POLICY.....	29
21. FINANCIAL RIGHTS	30
22. OTHER INFORMATION	30
ANNEX-1. STATEMENTS OF INDEPENDENCY.....
ANNEX-2. STATEMENT OF COMPLIANCE WITH CORPORATE GOVERNANCE PRINCIPLES, URF AND KYBF TABLES
ANNEX-3. STATEMENT OF SUSTAINABILITY PRINCIPLES COMPLIANCE AND TABLES.....

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMUNIQUE SERIAL II. NO.14.1**

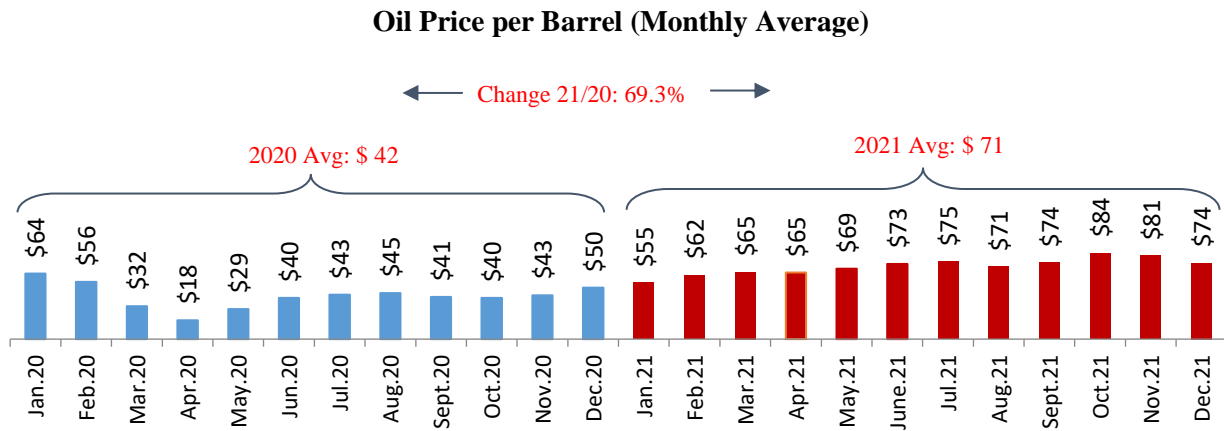
1. INDUSTRY DEVELOPMENTS

The global COVID-19 pandemic crisis we faced in the first quarter of 2020, has deeply affected the global aviation sector. Vaccine studies finally showed positive result in the later 2020 and the countries started to vaccinate their citizens afterward. Even though there has been a loss in pace of the pandemic as of the end of 2021 with the help of the vaccination campaign, the impact of the crisis still continues. The increase in the number of vaccinated people will have a direct and positive impact on the world economy as well as the aviation sector. During the period left behind, approximately 10.6 billion doses vaccine have been administrated across 184 countries. Currently, 55% of the world population have been vaccinated with two doses and 7% of the world population have been vaccinated with only one dose. According to the current data from Republic of Turkey Ministry of Health, 85% of Turkey population, over 18 years old, have been received the full two-dose and three-dose course of a vaccine and 8% of the population have been vaccinated with only one dose. Vaccination progress continues without losing speed.

While travel restrictions have not been lifted completely worldwide, Turkish Airlines has achieved to carry 45 million passengers and reached 60% of 2019 levels in 2021. Total capacity (ASK) in 2021 has reached 68% of 2019 levels. According to the European Organization for the Safety of Air Navigation (Eurocontrol)*, Turkish Airlines has ranked first in Europe with an average of 938 daily flights among network carriers in 2021. In parallel, Istanbul Airport has been recorded as the busiest airport in 2021.

Turkish Airlines partly compensates diminishing demand on the passenger side with a strong cargo performance. Our Incorporation has made significant contributions to the transportation of medical supplies in the combat against COVID-19 outbreak. The Incorporation has achieved to maintain its strong growth trend in the cargo market over the last decade and consequently, cargo revenue increased by 52% during the fourth quarter of 2021 and 48% in 2021 compared to same period of previous year. According to data revealed by The International Air Transport Association (IATA), Turkish Cargo ranked in fifth place among global air cargo carriers excluding integrated cargo carriers in 2021 in terms of carried cargo tonnage. Turkish Airlines takes firm steps forward to be one of the largest air cargo carriers in the world by increasing its market share in the global air cargo market.

*Average number of daily flights is considered.



Source: U.S. Energy Information Administration

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMUNIQUE SERIAL II. NO.14.1**

The table below sets out the fuel price analysis of the Incorporation.

FUEL PRICE ANALYSIS	2017	2018	2019	2020	2021
Fuel Expenses (Million \$)	2.866	3.768	3.873	1.638	2.756
Fuel Consumption (000 Tons)	4.847	5.278	5.525	2.803	4.156
Average Unit Cost (\$/Tons)	591	714	701	584	663
Average Change of Unit Cost (%)	4%	21%	-2%	-17%	13%
Fuel Expense Rate in Operational Expenses (%)	28%	32%	31%	23%	29%

2. FIELD OF ACTIVITY, CAPITAL STRUCTURE AND SUBSIDIARIES

Türk Hava Yolları Anonim Ortaklığı (the “Incorporation” or “THY”) was founded in Turkey in 1933. The Company’s main fields of activity are all types of domestic and international passenger and cargo air transportation.

The Incorporation is registered in Istanbul, Turkey (Reg. No: 75184) and its head office address is Türk Hava Yolları A.O. Genel Yönetim Binası, Yeşilköy Mah. Havaalanı Cad. No:3/1 34149 Bakırköy, İstanbul/Türkiye. Detailed information about the Incorporation can be reached via Investor Relations Website. (<http://investor.turkishairlines.com/en>)

The authorized capital of the Incorporation is 5,000,000,000 (five billion) Turkish Lira, while the issued share capital is 1,380,000,000 (one billion three hundred and eighty million) Turkish Lira divided into 138,000,000,000 (one hundred thirty eight billion) shares, each with the nominal value of 1 Kuruş (one kuruş) and is completely paid.

Shares are divided into two groups, the distribution of share groups of the issued capital is as follows:

Shareholder	Amount of Nominal Shares (TL)	Ownership (%)	Amount of Shares (#)	Rate of Voting Right (%)
Turkey Wealth Fund (Group A)	677,884,849	49.12	67,788,484,857	49.12
The Republic of Turkey Ministry of Treasury and Finance Privatization Administration (Group C)	0.01		1	
Open for Public (Group A)	702,115,151	50.88	70,211,515,142	50.88
TOTAL	1,380,000,000	100.00	138,000,000,000	100.00

Group C share belongs to the The Republic of Turkey Ministry of Treasury and Finance Privatization Administration and privileges granted to Group C share are defined in the Articles of Association of the Incorporation.

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMUNIQUE SERIAL II. NO.14.1**

The Group has 7 subsidiaries as of 31 December 2021. The table below sets out the consolidated subsidiaries and participation rate of the Group in these:

<u>Name of the Company</u>	<u>Field of Activity</u>	<u>Direct Participation Rate</u>	<u>Country of Registration</u>
THY Teknik A.Ş. (Turkish Technic)	Aircraft Maintenance Service	100%	Turkey
THY Uçuş Eğitim ve Havalimanı İşletme A.Ş.	Flight Training and Airport Operations	100%	Turkey
THY Havaalanı Gayrimenkul Yatırım ve İşletme A.Ş.	Investment & Airport Operations	100%	Turkey
THY Uluslararası Yatırım ve Taşımacılık A.Ş.	Transportation and Investment	100%	Turkey
Cornea Havacılık Sistemleri San. Ve Tic. A.Ş.	In-Flight Entertainment Systems and Internet Service	80%	Turkey
THY Teknoloji ve Bilişim A.Ş.	Information and Technology	100%	Turkey
THY Hava Kargo Taşımacılığı A.Ş.	Cargo Transportation	100%	Turkey

THY Teknik A.Ş. (Turkish Technic)

Established on 23 May 2006, the Company is a wholly owned subsidiary of Turkish Airlines. Turkish Technic conducts its activities with the goal of becoming an important regional air transport technical maintenance base by supplying the full range of maintenance, repair, and technical and infrastructure support the aviation industry requires. Until 2013, Turkish Technic operated out of four hangars in Istanbul and Ankara. In June 2015, Turkish Technic merged with Turkish HABOM, which was also a fully owned subsidiary of Turkish Airlines and which has a total MRO capacity to provide simultaneous maintenance, repair and overhaul services for 30 narrow body aircraft and 10 wide body aircraft. As of 31 December 2021, Turkish Technic has 8,797 employees.

THY Uçuş Eğitim ve Havalimanı İşletme A.Ş.

The Company was established on 21 June 2012 as a wholly owned subsidiary of Turkish Airlines. Yet to commence operations, it was established to operate Aydın Çıldır Airport, provide aviation training, organize sports-training flights and conduct all activities related to the transportation of passengers with aircraft types appropriate to prevailing runway length. The airport is used as a base for Turkish Airlines Flight Academy and since the first half of 2013 provides flight training for Turkish Airlines Pilot Nominees. Name of the company has been changed from THY Aydın Çıldır Havalimanı İşletme A.Ş. to THY Uçuş Eğitim ve Havalimanı İşletme A.Ş. (TAFA) on 12 June 2017. As of 31 December 2021, the Company has 84 employees.

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMUNIQUE SERIAL II. NO.14.1**

THY Havaalanı Gayrimenkul Yatırım ve İşletme A.Ş

The Company, which is wholly owned by our Incorporation, was established on 15 November 2017 in order to operate principally in the fields of airport operations and investments and also according to the fields of other activity that is specified in the Articles of Association of the Company.

THY Uluslararası Yatırım ve Taşımacılık A.Ş

The Company, which is wholly owned by the Incorporation, was established on 25 September 2017 in order to invest at abroad and domestically, principally in the fields of cargo and courier transportation and in the fields that is specified in the Articles of Association of the Company.

Cornea Havacılık Sistemleri San. Ve Tic. A.Ş.

On 11 October 2018, Cornea Havacılık Sistemleri Sanayi ve Ticaret A.Ş. was established in order to operate principally in the fields of "In-Flight Entertainment Systems and Internet Service" and also according to the fields of other activity that is specified in the Articles of Association of the Company. Stakes of 80% and 20% are held respectively by THY Teknik A.Ş. and Havelsan Hava Elektronik Sanayi ve Ticaret A.Ş. As of 31 December 2021, Company has 69 employees.

THY Teknoloji ve Bilişim A.Ş.

The company was established on 8 December 2020 as a wholly owned subsidiary of Turkish Airlines in order to increase our contribution to the Turkish Aviation ecosystem, by utilizing the existing information technologies human resources more effectively and positioning the existing information technologies applications of our Incorporation as an income generating business line. As of 31 December 2021, Company has 912 employees.

THY Hava Kargo Taşımacılığı A.Ş.

The company was established on 25 March 2021, wholly-owned by the Incorporation, in order to strengthen Incorporation's position among the most crucial players in the cargo sector, by making the most of Turkish Cargo's unique competitive advantage and create a separate platform for potential strategic foreign partnerships in the future.

The Group has 12 joint ventures. The affiliates are controlled by the Group jointly, and are accounted for by using the equity method.

The table below sets out consolidated joint ventures and indicates the proportion of ownership interest of the Incorporation in these joint ventures as of 31 December 2021:

Company Name	Country of Registration and Operations	Proportion of Ownership	Field of Activity
Güneş Ekspres Havacılık A.Ş. (Sun Express)	Turkey	50%	Aircraft Transportation
THY DO&CO İkrâm Hizmetleri A.Ş. (Turkish DO&CO)	Turkey	50%	Catering Services
P&W T.T. Uçak Bakım Merkezi Ltd. Şti. (TEC)	Turkey	49%	Maintenance Services
TGS Yer Hizmetleri A.Ş. (TGS)	Turkey	50%	Ground Services

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMUNIQUE SERIAL II. NO.14.1**

THY OPET Havacılık Yakıtları A.Ş. (THY Opet)	Turkey	50%	Aviation Fuel Services
Goodrich Thy Teknik Servis Merkezi Ltd. Şti. (Goodrich)	Turkey	40%	Maintenance Services
Uçak Koltuk Sanayi ve Ticaret A.Ş. (Uçak Koltuk)	Turkey	50%	Cabin Interior Products
TCI Kabin İçi Sistemleri San ve Tic. A.Ş. (TCI)	Turkey	50%	Cabin Interior Products
Vergi İade Aracılık A.Ş.	Turkey	30%	VAT Return and Consultancy
Air Albania	Albania	49%	Aircraft Transportation
We World Express Ltd.	Hong Kong	45%	Cargo and Courier Transportation
TFS Akaryakıt Hizmetleri A.Ş.	Turkey	%25	Fuel Supply Facilities

Sun Express - Turkey

Founded in 1989, SunExpress is a joint venture of Turkish Airlines and Lufthansa, in which each holds a 50% stake. As of December 2021, the Company has a total of 55 aircraft in its fleet; 12 of them are operated by AnadoluJet operations of THY and 43 of them serve SunExpress' customers in both charter and scheduled business in 27 domestic and 51 international destinations, a total number of 78 destinations. During the period of January - December 2021, total number of passengers carried was 6 million and load factor was 75.2%. Sunexpress has 3,372 employees as of 31 December 2021. SunExpress Germany which was founded in 2011 as a joint venture of Stiftung and SunExpress, in which each hold %50-50 stake, was closed down on 23 June 2020.

Turkish DO&CO

Founded in September 2006, commencing operations in 2007, Turkish DO&CO is a joint venture of Turkish Airlines and DO&CO Restaurants & Catering AG (Austria based), in which each holds a 50% stake. The Company provides inflight catering services to Turkish Airlines and other domestic and international airlines. As of 31 December 2021, 3,676 employees are working for the Company.

Turkish Ground Services (TGS)

The Company was established in 26 August 2008 as a wholly owned subsidiary of Turkish Airlines, in order to provide ground-handling services. By signing the articles of association in the framework of the Board Decision dated on 12.03.2009, 50% of shares was transferred to HAVAŞ Havaalanları Yer Hizmetleri A.Ş. On 1 January 2010, the Company began to provide services to Turkish Airlines. The Company provides ground services for Turkish Airlines in 9 airports in Turkey. TGS is employing 13,535 personnel as of 31 December 2021.

Turkish Opet Aviation Fuels

Turkish Opet Aviation Fuels, established in 28 September 2009, engages in the domestic and international sale, importation, exportation, distribution, and transport of various petroleum products, chemicals, lubricants, and

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMUNIQUE SERIAL II. NO.14.1**

paints for all kinds of aircraft. The Company commenced operations on 1 July 2010. Kuzey Tankercilik A.Ş. and Güney Tankercilik A.Ş., were established on 1 November 2012, as wholly owned subsidiaries of THY Opet Havacılık Yakıtları A.Ş. in order to provide transportation of petroleum and petroleum products. As of 31 December 2021, the Company has 483 employees.

TSI Aviation Seats

Founded in 27 May 2011, the Company was set up to design and manufacture airline seats, and to make, modify, market, and sell spare parts to Turkish Airlines and other international airline companies. Stakes of 50%, 45%, 5% are respectively held by Assan Hanil Group, Turkish Airlines, and Turkish Technic. As of 31 December 2021, 123 employees are working for the company.

Turkish Cabin Interior Systems Industries, Inc.

Established in December 2010, TCI's objective is to undertake the design, manufacture, logistical support, modification, and marketing of aircraft cabin interior systems and components. Stakes of 30%, 20% and 50% are held respectively by Turkish Airlines, Turkish Technic and Türk Havacılık ve Uzay Sanayi A.Ş. (TUSAŞ – TAI). As of 31 December 2021, the Company has 132 employees.

Pratt Whitney THY Turkish Engine Center (TEC)

The Company provides aircraft engine maintenance, repair, and overhaul services to customers in Turkey and its hinterland. Established on 10 October 2008, stakes of %51 and %49 are held respectively by Pratt&Whitney, a subsidiary of United Technologies, and Turkish Technic. Operating out of a maintenance center with an area of around 25,000 m² at Istanbul Sabiha Gökçen International Airport, the company has 402 employees as of 31 December 2021.

Goodrich Turkish Airlines Technical Service Center

Established in 14 December 2010, the Goodrich Turkish Airlines Technical Service Center is a joint venture of Turkish Technic (40%) and Collins Aerospace (60%), the latter a subsidiary of Goodrich Corporation. Services for maintenance and repair of nacelles, thrust reversers, related parts and rotatable support is provided. As of 31 December 2021, the Company has 76 employees.

Tax Free Zone, Inc. (Tax Refund)

The Company was established on 1 September 2014 as a joint venture of THY (30%), Maslak Oto (45%) and VK Holding (25%) to carry out brokerage operations of value added tax return regarding the goods bought in Turkey by non-residents. As of 31 December 2021, 14 employees are working for the company.

Air Albania

The Incorporation established a Republic of Albanian based Joint Venture Company, in order to operate in the field of passenger and cargo transportation. Established on 12 September 2018, the stakes of 49%, 41% and 10% is being held respectively by Turkish Airlines, MDN Investment SHPK, and Albcontrol, which manages Albanian airspace and air traffic, representing Government of Albania. As of 31 December 2021, 124 employees are working for the company.

We World Express Ltd.

Hong Kong based We World Express Limited was established as a joint venture of THY Uluslararası Yatırım ve Taşımacılık A.Ş. (Turkish Airlines' 100% subsidiary), ZTO Express (Hong Kong) Limited and PAL Air (Hong Kong) Limited owning 45%, 45% and 10% respective stakes with the purpose of becoming a global door to door cargo/courier service provider which is focusing e-commerce market. As of 31 December 2021, 40 employees are working for the company.

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMUNIQUE SERIAL II. NO.14.1**

TFS Akaryakıt Hizmetleri A.Ş.

The Company was established in order to operate fuel supply facilities within the scope of fuel activities carried out at Istanbul Airport. Turkish Airlines became a 25% shareholder through capital increase. Other partners are Taya Liman İşletmesi A.Ş., Demirören Akaryakıt Sanayi ve Ticaret A.Ş. and Zirve Holding A.Ş. All joint venture companies have same proportion of share. As of 31 December 2021, 93 employees are working for the company

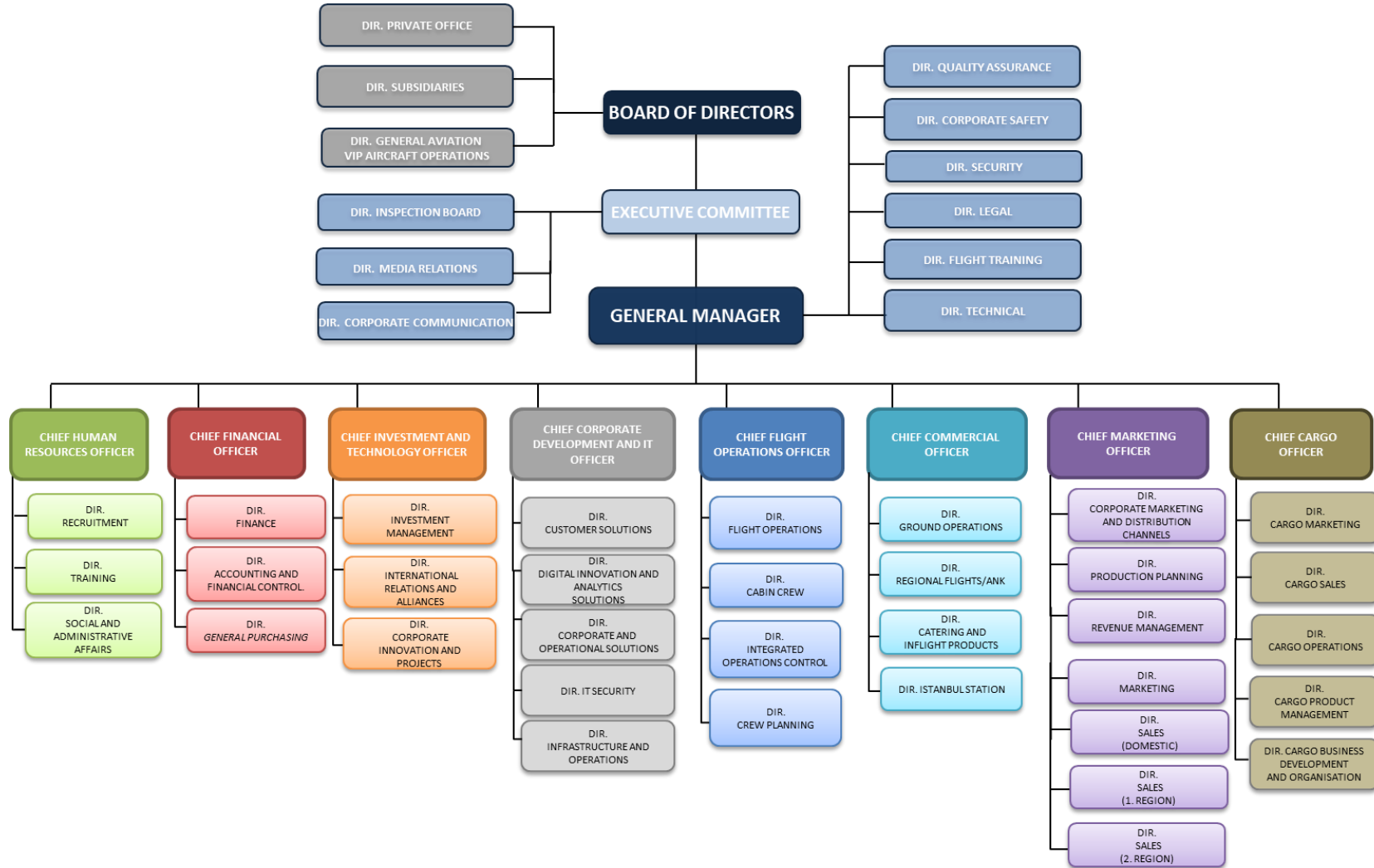
The Incorporation is responsible for the full and joint control over subsidiaries and affiliates through Board of Directors. In addition, operations of subsidiaries and affiliates are monitored by Senior Vice President of Subsidiaries located within the means of the Parent Company. The internal audit and control functions in the Incorporation are carried out by SVP of Inspection Board, SVP of Quality Assurance and other relevant expertise and financial departments.

3. ORGANIZATIONAL STRUCTURE

As of 31 December 2021, the number of countries served has reached to 128.

General Management and all central units are gathered around Istanbul Ataturk Airport. Organization chart of Turkish Airlines, as of 31 December 2021 is shown on the next page.

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMUNIQUE SERIAL II. NO.14.1**



**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1**

4. BOARD OF DIRECTORS AND COMMITTEES

BOARD OF DIRECTORS

The Board of Directors is comprised of nine members, including 3 independent members, elected by the General Assembly. The Board of Directors shall approve the strategic targets, continuously and effectively monitor these targets, as well as the activities of the Incorporation and its' past performance. In doing so, the Board shall strive to ensure compliance with international standards, and whenever necessary, take preemptive action to potential problems.

Members of the Board who were on duty and committees as of 1 March 2022 are listed below:

Prof. Dr. Ahmet BOLAT	: Chairman of the Board and the Executive Committee
Prof. Dr. Mecit EŞ	: Deputy Chairman of the Board and the Executive Committee
Assoc. Prof. Murat ŞEKER	: Member of the Board and the Executive Committee
Bilal EKŞİ	: Member of the Board and General Manager
Mehmet KADAİFÇİLER	: Member of the Board and the Executive Committee
Orhan BİRDAL	: Member of the Board
Melih Şükrü ECERTAŞ	: Independent Board Member
Dr. Fatmanur ALTUN	: Independent Board Member
Şekib AVDAGİÇ	: Independent Board Member and Member of the Executive Committee

COMMITTEES

Audit Committee

Chairman: Şekib Avdagiç

Member: Melih Şükrü Ecertaş

Corporate Governance Committee

Chairman: Fatmanur Altun

Member: Orhan Birdal, Mehmet Kadaifçiler, Mehmet Fatih Korkmaz (Investor Relations Manager)

Early Identification of Risks Committee

Chairman: Melih Şükrü Ecertaş

Member: Şekib Avdagiç

In 2021, 55 meetings of the Board of Directors were held and 100% participation of all members was ensured.

Members of the Board who were on duty and committees as of 31 December 2021 are listed below:

M. İlker AYCI	: Chairman of the Board and the Executive Committee
Prof. Dr. Mecit EŞ	: Deputy Chairman of the Board and the Executive Committee

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1**

Assoc. Prof. Murat ŞEKER	: Member of the Board and the Executive Committee
Bilal EKŞİ	: Member of the Board and General Manager
Mithat Görkem AKSOY	: Member of the Board and the Executive Committee
Orhan BİRDAL	: Member of the Board
Melih Şükrü ECERTAŞ	: Independent Board Member
Dr. Fatmanur ALTUN	: Independent Board Member
M. Muzaffer AKPINAR	: Independent Board Member and Member of the Executive Committee

Brief resumes of our Board of Directors and their duties outside of the company are reachable via Turkish Airlines Investor Relations Website. (<http://investor.turkishairlines.com/en/governance/board-of-directors>)

COMMITTEES

Audit Committee

Chairman: M. Muzaffer Akpınar

Member: Melih Şükrü Ecertaş

Corporate Governance Committee

Chairman: Fatmanur Altun

Member: Orhan Birdal, Mithat Görkem Aksoy, Kadir Coşkun (Investor Relations Manager)

Early Identification of Risks Committee

Chairman: Melih Şükrü Ecertaş

Member: M. Muzaffer Akpınar

ASSESSMENT OF THE BOARD OF DIRECTORS ON THE EFFECTIVENESS OF BOARD COMMITTEES

The Corporate Governance Committee, the Audit Committee and the Early Identification of Risks Committee, which exist within the Board of Directors of the Incorporation, carry out activities within the framework of the relevant legislation and the duties and working principles set forth by the Board of Directors. In 2021, the specified committees continued to carry out their duties in the fields they were assigned and reported to the Board of Directors.

The duties of the Corporate Governance Committee are set out in the Corporate Governance Communiqué No: II-17.1 of the Capital Markets Board. To this end, the Committee determines whether the Incorporation complies with the Corporate Governance Principles and, if not, to identify the reasons thereof and the conflicts of interest caused by such incompliance, to give advice to the Board of Directors on improving the Corporate Governance Practices, and to oversee the activities carried out by the Investor Relations department. Besides, since no separate Nomination Committee and Remuneration Committee have been established within the Board of Directors, the Corporate Governance Committee fulfills the duties of these committees as well.

The Corporate Governance Committee, convened in 2021 in order to nominate the candidates for independent board members and evaluated whether the said candidates meet the independence criteria stipulated in the Corporate Governance Principles within the annex of the Corporate Governance Communiqué of the Capital

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1**

Markets Law. As a result of the evaluations and assessments made, The Committee informed the Board that there is no obstacle to the independence of the candidates for independent board membership. Following the approval of the Capital Markets Board regarding the issue, the election of the candidates to Independent Board Members was submitted for approval of and accepted by the General Assembly at the Ordinary General Assembly dated March 26, 2021.

The Audit Committee convened prior to the disclosure of the quarterly financial results and assured that the publicly disclosed consolidated financial results disclosed to the public are sufficiently transparent and comprehensible, and that all the necessary precautions have been taken to conduct independent external audits transparently and efficiently. The Committee has also supervised the operation and effectiveness of the internal control and internal audit system of the Incorporation. The Audit Committee presented four written reports to the Board of Directors in 2021.

The Early Detection of Risk Committee convened six times in 2021 to identify risks in the areas in which the Incorporation operates and to review the risk management systems by informing the Board of Directors in writing. In addition to evaluations of the Incorporation's 2021 budget, the Committee assessed the impacts of the coronavirus pandemic on the aviation industry and our Incorporation, along with the geopolitical risks and developments affecting the aviation industry. The Committee reviewed the financial and operational results of the Incorporation; findings and suggestions were presented to the Board of Directors regarding the cash projection by considering the financing needs of the aircraft that are planned to be delivered and the debt service of the existing aircraft and commercial loans.

As a result of the mentioned activities, the Committees fulfilled their fundamental tasks by paying utmost attention and contributed significantly to the activities of the Board of Directors, ensuring that the Board can display an effective management.

ASSESSMENT OF THE BOARD OF DIRECTORS ON 2021 RESULTS

Taking hold of around the world, the Covid-19 outbreak has deeply impacted the aviation industry as well as our lives in 2020. In this period, source management, capacity management and risk management in aviation industry have become more challenging than ever before. Despite all these negative conditions, Turkish Airlines has succeeded to manage adversities and uncertainties and distinguished from its competitors with its relatively better traffic and financial results.

In 2021, as vaccination campaigns accelerated both in the world and in our country, travel restrictions eased and global aviation industry has entered recovery stage. Turkey has been one of the countries, achieved rapid normalization in aviation. Turkish Airlines has displayed faster recovery than the industry and has therefore left behind its competitors with its better traffic and financial results and completed the race at the forefront.

Being one of the most important global players in the recovery of the aviation industry, Turkish Airlines recorded the highest number of the flights among network carriers in Europe according to Eurocontrol data over the course of 2021, as in 2020. Among cargo carriers, Turkish Cargo has secured its position among the fastest growing global air cargo carriers. Carrying medicine, vaccine, medical equipment, humanitarian aid and food uninterruptedly all around the globe, Turkish Cargo has managed to increase its global market share by utilizing passenger aircraft and was chosen as the fastest growing cargo carrier brand.

According to the data revealed by The International Air Transport Association (IATA), while capacity in global aviation industry reached 51% of 2019 level, Turkish Airlines reached 68% of 2019 capacity level and succeeded to display faster recovery than the industry. In 2021, Turkish Airlines carried 45 million passengers and reached 60% of 2019 level.

BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1

Outperforming its competitors with relatively better traffic and financial results, in 2021, Turkish Airlines recorded 10.7 billion USD total revenue with an increase of 69% in passenger revenues and 48% in cargo revenues compared to last year. Turkish Airlines succeeded the above-average industry profitability with 1.4 billion USD operating profit and 13.2% operating profit margin.

Establishing effective cash management and cost cutting policy are the top priorities of Turkish Airlines. Cost cutting measures were implemented rapidly at the beginning of the pandemic and has continued partially in 2021. As a result of cost cutting measures, approximately 700 million USD was saved in 2021. Turkish Airlines reached 2.7 million cash reserve thanks to cost cutting actions and the operational recovery.

In September 2020, wage of all Turkish Airlines' employees was scaled down at varying rates in order to protect employment of all employees during the pandemic. Board of Directors made number of reassessments taking financial and operational performance of Turkish Airlines and easing pandemic restrictions all around the world into consideration. According to these reassessments, first wage increase was made in July 2021. Second wage increase was made in October 2021 and finally wage and social rights were rearranged with the signing of the 27th Term Collective Bargaining Agreement covering 2 year-period starting from January 1st, 2022.

With over 60 thousand employments including its subsidiaries and joint ventures, Turkish Airlines steered the industry as it proudly carries our flag alongside the leaders of aviation with its unparalleled flight network, modern fleet, outstanding cargo performance and successful crisis management. In the forthcoming period, in order to continue the sustainable growth of our Incorporation in line with our country's development targets, we aim to fly further with new success stories.

5. SENIOR MANAGEMENT

Information about the Senior Management of the Incorporation are presented below (as of 1 March 2022):

Name	Title	Starting Date of Position	Profession
Bilal Ekşi	General Manager	24.10.2016	Electronics and Communications Engineer
Assoc. Prof. Murat Şeker, Ph.D.	Chief Financial Officer	26.07.2016	Economist
Ahmet Olmuştur	Chief Marketing Officer	30.04.2014	Business Management Professional
Kerem Sarp	Chief Commercial Officer	28.01.2022	Business Management Professional
Levent Konukcu	Chief Investment and Technology Officer	28.01.2022	Aeronautical Engineer
Abdulkerim Çay	Chief Human Resources Officer	21.04.2015	Business Management Professional
Kerem Kızıltunç, Ph.D	Chief Corporate Development and IT Officer	17.02.2022	Computer Engineer
Mehmet Kadaifçiler	Chief Flight Operations Officer	28.01.2022	Pilot
Turhan Özen	Chief Cargo Officer	12.12.2016	Business Management Professional

Information about the Senior Management of the Incorporation are presented below (as of 31 December 2021):

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1**

Name	Title	Starting Date of Position	Profession
Bilal Ekşi	General Manager	24.10.2016	Electronics and Communications Engineer
Assoc. Prof. Murat Şeker, Ph.D.	Chief Financial Officer	26.07.2016	Economist
Ahmet Olmuştur	Chief Marketing Officer	30.04.2014	Business Management Professional
Baran Gülbaran	Chief Commercial Officer (acting representatively)	31.08.2021	Pilot
Ahmet Bolat, Ph.D	Chief Investment and Technology Officer	23.01.2012	Business Management Professional
Abdulkerim Çay	Chief Human Resources Officer	21.04.2015	Business Management Professional
Ali Serdar Yakut	Chief Corporate Development and IT Officer	01.06.2015	Computer Engineer
Baran Gülbaran	Chief Flight Operations Officer	28.04.2021	Pilot
Turhan Özen	Chief Cargo Officer	12.12.2016	Business Management Professional

6. HUMAN RESOURCES

Number of personnel decreased by 4% to 27,532 as of December 2021 from 28,668 as of December 2020. Personnel numbers according to working group are as follows:

	31.12.2020	31.12.2021	Change (%)
Cockpit Personnel	5,756	5,561	-3%
Cabin Personnel	12,281	12,033	-2%
Aircraft Maintenance Tech.	61	53	-13%
Staff Abroad	3,301	3,177	-4%
Domestic Staff	7,269	6,708	-8%
TOTAL	28,668	27,532	-4%

On the other hand, most of the employees located in Turkey of our Incorporation is member of the labor union. The relations between the employees and the employer, at each level, with respect to the Collective Bargaining Agreement and any matter concerning the staff, are conducted in the most efficient manner and in a manner to obtain result, through the agency of the representatives and union executives assigned by the labor union, in numbers and proportions specified in the legal legislation. All employees get fair treatment in terms of the rights granted and also training programs are conducted to improve their skills, knowledge and experience. The employees are provided with a safe working environment and conditions, both in Turkey and overseas.

The rights and benefits provided to the staff by the Incorporation are pass ticket, private health insurance, kindergarten benefit, marriage benefit, maternity benefit and death benefit.

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1****7. DEVELOPMENTS WITHIN THE INCORPORATION****I. Developments During the Period****Merger of THY Havaalanı Gayrimenkul Yatırım ve İşletme A.Ş**

The Incorporation has decided to merger with THY Havaalanı Gayrimenkul Yatırım ve İşletme Anonim Şirketi, 100% subsidiary of Turkish Airlines, by acquisition.

27th Term Collective Bargaining Agreement

As a result of the negotiations held between Turkish Airlines Inc. and Hava-İş Union, 27th Collective Bargaining Agreement has been signed, covering 2 year-period starting from January 1st, 2022.

Within the 27th Term Collective Bargaining Agreement, the wage increase for the first half of 2022 will be 60% on top of Consumer Price Index change between period of June 2021 and December 2021. For the later periods, in addition to related periods' CPI change 5% will be added for the second half of 2022, 1% will be added for the first half of 2023 and 1% will be added for the second half of 2023. Apart from the mentioned wage increases, when the Collective Bargaining Agreement is signed, 1 gross salary which is equivalent to a quarterly bonus wage will be paid, accordingly.

Apart from the wage increases, the monthly-paid social aid will be increased by 25% for 2022 and by the inflation rate for the first half and the second half of 2023.

S&P Credit Rating Update – I

On 02.12.2021, International Credit Agency Standart & Poor's (S&P) affirmed long-term issuer credit rating of Turkish Airlines as "B" and revised the outlook from negative to stable based on strong cargo business and solid recovery in air traffic.

Spin-Off of THY Hava Kargo Taşımacılığı Anonim Şirketi

Disclosure regarding partial division of THY Hava Kargo Taşımacılığı Anonim Şirketi, decided by the Board of Directors, dated 21.05.2021, was disclosed in the Public Disclosure Platform.

Within the scope of our material event disclosure dated 24.05.2021; the partial demerger transaction, which is continuing in the context of our Incorporation's Board of Directors decision dated 21.05.2021 and numbered 128 and the decision dated 08.10.2021 and numbered 228, to divide and transfer the cargo unit of our Incorporation to THY Hava Kargo Taşımacılığı Anonim Şirketi, using the "partial demerger via facilitated procedure transaction through associate model" method, will be executed on the basis of our Incorporation's financial statements dated 30.06.2021, instead of the initially projected financial statements dated 31.12.2020.

Our Incorporation submitted its application to the Capital Markets Board for the approval of the Announcement Document as of 12.10.2021, which is pursuant to our partial demerger decision of our Incorporation's Board of Directors taken on 21.05.2021 and 08.10.2021 and published on the Public Disclosure Platform. Our application, was approved by Capital Markets Board's meeting, dated 18.11.2021.

New Route Announcement

The Incorporation has decided to start operating scheduled flights, based on market conditions to Sialkot of Pakistan, Hargeisa of Somalia, Denver, Seattle, Detroit of United States of America and Cebu of Philippines. In

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1**

addition, the Incorporation has started operating scheduled flights to Urmia of Iran, Vancouver of Canada, Newark and Dallas of United States of America, Turkistan and Aktau of Kazakhstan, Fergana and Urgench of Uzbekistan, Luanda, capital of Angola.

Wage Adjustment

Due to the Covid-19 pandemic, which has had a negative impact on the aviation industry, 'A Protocol of the Adaptation of the Covid-19 Global Pandemic Conditions' signed between the authorized union Turkey Civil Aviation Union and our Incorporation on 31.08.2020 was implemented to the 26th Term Collective Bargaining Agreement, which is in effect through our Incorporation. According to this protocol, as applied in every 6-month period, wages on 30.06.2021 should be increased at the rate of inflation difference as effective from 01.07.2021.

Our Board of Directors made an assessment taking into account the sacrifices made by our employees during the pandemic, the steps towards loosening pandemic restrictions in all countries, and the cautious optimism of the widespread vaccination practices developed against Covid-19.

According to this,

As of 01.07.2021, it has been decided to increase the wages of domestic personnel and foreign personnel working on the reopened international routes, with a minimum wage increase of 10% on top of the inflation difference.

Although the effects of the Covid-19 global pandemic continue, considering the positive development of our Incorporation's operational efficiency, performance and financial indicators compared to 2020; our Board of Directors made a second assessment taking into account the sacrifice and contribution of our employees to the performance of the Incorporation during the pandemic. According to this assessment, effective as of 01.10.2021, it has been decided to increase the work/flight compensations of our cockpit personnel by 25% and the job/severance pay of the other domestic business groups by 20%, based on current wages.

JCR Eurasia Credit Rating

Credit Rating Agency JCR Eurasia, has assigned ratings of Türk Hava Yolları as "AAA (Trk)" on the Long-Term National Rating and "A-1+ (Trk)" on the Short-Term National Rating. The Long-Term International Foreign and Local Currency Ratings are both assigned as "BB", and Short-Term International Foreign and Local Currency Ratings are both assigned as "B". All of the rating outlooks are "Stable".

Management Change

The Incorporation has decided to appoint Captain Pilot Baran GÜLBARAN, SVP, Flight Training as Chief Flight Operations Officer.

Mr. Mehmet Akif KONAR, Chief Commercial Officer of our Incorporation, retired from his duty as of 31 August 2021. Chief Flight Operations Officer, Mr. Baran Gülbaran will be acting for the relevant position.

S&P Credit Rating Update-II

International Credit Rating Agency Standart & Poor's (S&P) lowered Turkish Airlines' Enhanced Equipment Trust Certificates (EETCs) Rating, which was issued in 2015, to B from B+ to reflect the methodology change.

S&P Credit Rating Update-III

International Credit Agency Standart & Poor's (S&P) lowered Turkish Airlines' Enhanced Equipment Trust Certificates (EETCs), which have been issued in 2015, to B+ from BB- to reflect the lower valuation on the B777-300ER aircraft as a result of the pandemic.

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1****Fitch Credit Rating Update**

International credit rating agency Fitch Ratings published the credit rating of our Incorporation as B with negative outlook. Fitch also identified Turkish Airlines' USD-denominated Enhanced Equipment Trust Certificate (EETC), which has been issued in 2015 as BB.

Amendment for Boeing Fleet Plan

Previously, in order to insure the need for narrow body aircraft, the Incorporation decided to purchase a total of 75 B737 MAX aircraft from the Boeing Company at the date of 09.04.2013. In view of the current situation with the effects of the Coronavirus (Covid-19) global pandemic on the aviation industry, the Incorporation reviewed its fleet plan and came to an agreement with Boeing as a result of the negotiations between the two parties. According to this agreement, 10 of the 75 B737 Max aircraft will be cancelled and 40 aircraft will be converted into options until December 21, 2021. At the same time, the delivery dates of currently undelivered 13 B737 MAX aircraft, have been rescheduled in line with the operational and financial capacity of our Incorporation.

The Ordinary General Assembly Meeting

The Ordinary General Assembly of our Incorporation was held on Friday, March 26, 2021 at 14:00 at the General Management Building located at Yeşilköy Mahallesi, Havaalanı Cad. No.3/1 Bakırköy/İstanbul. The General Assembly Minutes of the Meeting and List of Attendants are available on our Investor Relations Web Site.

Resolutions of Ordinary General Assembly of our Incorporation was registered by Istanbul Trade Registry Office on April 5, 2021.

Appointment of the Board Members

At the Ordinary General Assembly Meeting, dated 26.03.2021, member of the Board of Directors have been selected and submitted to the approval of the General Assembly.

Appointment of Committees

Independent Board Member Mr. Mehmet Muzaffer Akpınar has been assigned as the Chairman and Mr. Melih Şükrü Ecertaş as the Member of the Audit Committee;

Independent Board Member Ms. Fatmanur Altun as the Committee Chairman, Board Members Mr. Mithat Görkem Aksoy and Mr. Orhan Birdal and Investor Relations Manager Mr. Kadir Coşkun, in compliance with the Capital Market Board's Communique on Corporate Governance (II-17.1), as the members of the Corporate Governance Committee;

Independent Board Member Mr. Melih Şükrü Ecertaş as the Chairman and Mr. Mehmet Muzaffer Akpınar, as the Member of the Early Identification of Risks Committee;

Chairman of the Board Mr. Mehmet İlker Aycı as the Chairman of the Executive Committee, Deputy Chairman of the Board Mr. Mecit Eş as the Deputy Chairman of the Executive Committee, Mr. Murat Şeker, Mr. Mehmet Muzaffer Akpınar and Mr. Mithat Görkem Aksoy as the Member of the Executive Committee.

Dividend Payment

The Profit Distribution Table regarding FY2020 was disclosed in Public Disclosure Platform and submitted to the approval of the General Assembly. The table is available on our Investor Relations Web Site.

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1****AnadoluJet International Flight Plan to/from Antalya, Bodrum and Dalaman**

AnadoluJet, successful brand of our Incorporation, planned to increase its international flights in the summer of 2021 with its new strategy to contribute to the tourism of the country. In this context; it has been decided to operate 102 (frequency) flights per week from 19 new destinations in Europe and the Middle East to Antalya, Dalaman and Bodrum with AnadoluJet. This new responsibility taken by our AnadoluJet brand, will position our country as the most preferred tourism center of our region and will provide a significant income contribution to our Incorporation.

II. Subsequent Events**Management Change**

Our Incorporation's Board of Directors decided to appoint Mr. Kerem Sarp, Senior Vice President of Sales as Chief Commercial Officer, to employ Mr. Levent Konukçu and appoint him as Chief Investment and Technology Officer, Mr. Mehmet Kadaifçiler as Chief Flight Operations Officer and Mr. Mehmet Kerem Kızıltunç as Chief Information Technology & Transformation Officer.

Fitch Credit Rating Update

On 11.02.2022, international credit agency Fitch affirmed long-term foreign and local currency issuer default ratings (IDR) of Turkish Airlines as "B" and revised the outlook from negative to stable based on rebounding passenger traffic, surge in cargo business and reducing demand volatility.

Independent Board Member Approval

Upon Board of Directors' decision dated 01.02.2022 related to the Independent Board Member nominee, Mr. Şekib Avdagiç has been approved as the Independent Board Member by the Capital Markets Board letter dated 11.02.2022.

Appointment of Committees

Investor Relations Manager, Mr. Mehmet Fatih Korkmaz has been appointed as the Member of the Corporate Governance Committee, within the scope of the Communiqué Serial II. No.17.1 on Corporate Governance Principles of the Capital Markets Board.

Due to the resignation of Mr. Mehmet İlker Aycı, Mr. Mehmet Muzaffer Akpınar and Mr. Mithat Görkem Aksoy, Prof. Dr. Ahmet Bolat has been assigned as the Chairman of the Executive Committee, Mr. Şekib Avdagiç has been assigned as the Member of the Executive Committee, Chairman of the Audit Committee and Member of the Early Identification of Risks Committee, and Mr. Mehmet Kadaifçiler has been assigned as the Member of the Executive Committee and Member of the Corporate Governance Committee.

Investor Relations Manager Appointment

Our Incorporation's Investor Relations Manager Mr. Kadir Coşkun has been appointed as Vice President / Revenue Accounting and Mr. Mehmet Fatih Korkmaz has been appointed as Investor Relations Manager.

Appointment of the Board Members

Our Incorporation's Chairman of the Board of Directors and the Executive Committee Mr. Mehmet İlker Aycı, Our Incorporation's Executive Committee and Independent Member of the Board Mehmet Muzaffer Akpınar and Our Incorporation's Member of the Board Mithat Görkem Aksoy resigned from their duties.

Due to the resignations, our Board of Directors appointed Prof. Dr. Ahmet Bolat as the Chairman of the Board of Directors and the Executive Committee; Mr. Şekib Avdagiç, as the Independent Member of the Board, upon the

BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1

approval of the Capital Market Board, and Mr. Mehmet Kadaifçiler as the Member of the Board. The aforementioned appointments will be submitted for approval of the next General Assembly.

New Route Announcement

The Incorporation has started operating scheduled flights to Cebu, Philippines.

8. TRAFFIC RESULTS

January - December 2021 period traffic results are shown below:

	TOTAL		
	2019*	2021	Change (%)
Number of Landing (Passenger Flights)	486.941	325.797	-33,1%
Available Seat Km ('000)	187.717.317	127.768.987	-31,9%
Revenue Passenger Km ('000)	153.202.585	86.701.053	-43,4%
Passenger Load Factor (%)	81,6%	67,9%	-13,8 pt
Passengers Carried	74.282.218	44.787.730	-39,7%
Int-to-Int Transfer Passengers Carried	24.336.526	12.121.862	-50,2%
Cargo and Mail (Tons)	1.544.341	1.879.552	21,7%
Fleet	350	370	5,7%
Seat Capacity	69.023	74.791	8,4%
Km Flown ('000)	926.218	703.663	-24,0%
Hours Flown	1.491.428	1.063.164	-28,7%

	DOMESTIC		
	2019*	2021	Change (%)
Number of Landing (Passenger Flights)	199.014	149.352	-25,0%
Available Seat Km ('000)	22.391.236	17.417.914	-22,2%
Revenue Passenger Km ('000)	19.291.559	13.656.624	-29,2%
Passenger Load Factor (%)	86,2%	78,4%	-7,8 pt
Passengers Carried	30.441.487	20.143.538	-33,8%
Cargo and Mail (Tons)	70.418	55.427	-21,3%
Km Flown ('000)	126.177	102.466	-18,8%

	INTERNATIONAL		
	2019*	2021	Change (%)
Number of Landing (Passenger Flights)	287.927	176.445	-38,7%
Available Seat Km ('000)	165.326.081	110.351.073	-33,3%
Revenue Passenger Km ('000)	133.911.026	73.044.429	-45,5%
Passenger Load Factor (%)	81,0%	66,2%	-14,8 pt
Passengers Carried	43.840.731	24.644.192	-43,8%
Excl. Int-to-Int Transfer Passenger	19.504.205	12.522.330	-35,8%
Cargo and Mail (Tons)	1.473.922	1.824.124	23,8%
Km Flown ('000)	800.041	601.198	-24,9%

BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1

* Since flight operations could not be carried out due to restrictions related to pandemic, the comparison is made to the year of 2019.

I. Scheduled Domestic Flights:

During January - December 2021, the Incorporation did not start any operating scheduled flight with TK main brand to new domestic destinations.

II. Scheduled International Flights:

During January - December 2021, the Incorporation has started operating scheduled flights with TK main brand to new international destination indicated below.

Flight Destination	Flight Inaugural Date
Iran – Urmia	11.03.2021
Canada - Vancouver	02.05.2021
USA - Newark	21.05.2021
Kazakhstan-Turkistan	22.05.2021
Uzbekistan-Fergana	08.06.2021
Uzbekistan-Urgench	11.06.2021
Kazakhstan - Aktau	23.07.2021
USA - Dallas	24.09.2021
Angola - Luanda	13.10.2021

III. Additional, Charter and Hajj-Umrah Flights

During January – December 2021, number of additional, charter and Hajj-Umrah flights and number of passengers carried on these flights are stated on the table below:

	Number of Flights		Number of Passengers
	Domestic	International	
Additional	1,264	1,096	217,505
Charter	2,037	4,618	1,114,503
Hajj-Umrah	-	-	-

IV. AnadoluJet Flights:

Scheduled and Additional Flights	2020	2021	Change (%)
Revenue Passenger (000)	7,036	13,333	89%
Available Seats*Km (Millions)	7,877	16,758	113%
Passenger Load Factor (%)	72.4%	74%	1.6 pt

- In 2021, AnadoluJet has been carrying out its operations with 12 aircraft (wetlease) from SunExpress and 41 aircraft from TK fleet (A total number of 53 B737-800). Besides, ten A-320 and one A-321 aircraft joined the fleet in June and then exited the fleet in October.
- As of December 2021, 15 aircraft are based in Ankara Esenboğa and 47 in İstanbul Sabiha Gökçen Airport.
- During the period of January - December 2021, AnadoluJet flies to a total of 87 destinations compared to a total of 68 destinations in the same period of 2020 (Esenboğa based 59, Sabiha Gökçen based 62, Antalya based 25 and point to point (cross) flights 36).

BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1

- In 2021, Ankara Esenboğa based ASK increased by 72% while Sabiha Gökçen based ASK increased by 104% compared to 2020. Total ASK increased by 113%.
- In 2021, the load factor was 74%.

9. FLEET

31.12.2021	Type	Total	Owned	Financial Lease	Opr./Wet Lease	Seat Capacity ('000)	Average Fleet Age	Year End Fleet* 2021
Wide Body	A330-200	13	5		8	3,5	13,9	13
	A330-300	38		29	9	11,2	8,1	38
	B777-3ER	33		27	6	11,7	8,1	33
	A350-900	5		5		1,6	1,0	5
	B787-9	15		15		4,5	1,9	15
	Total	104	5	76	23	32,4	7,6	104
Narrow Body	B737-900ER	15		15		2,4	8,6	15
	B737-9 MAX	5		5		0,8	0,8	5
	B737-800	81	28	29	24	13,8	11,4	81
	B737-8 MAX	19		19		2,9	1,9	19
	A321 NEO	31		23	8	5,6	1,7	31
	A319-100	6	1	5		0,8	10,6	6
	A320-200	11	11			1,7	13,8	11
	A321-200	66	26	36	4	12,0	9,4	66
	B737-800 WL	12			12	2,3	17,7	12
	Total	246	66	132	48	42,3	8,9	246
Cargo	A330-200F	10	1	9			8,2	10
	B777F	8		8			3,0	8
	Wet Lease	2			2		29,9	2
	Total	20	1	17	2		8,3	20
Grand Total	370	72	225	73	74,8	8,5	370	

10. FINANCIAL SITUATION**SUMMARY OF BALANCE SHEET (Mn TRY)**

	31 December 2021	31 December 2020
<u>ASSETS</u>		
Current Assets	65,797	30,659
Non-Current Assets	287,911	156,743
Total Assets	353,708	187,402
<u>LIABILITIES</u>		
Total Current Liabilities	90,443	47,379
Total Non-Current Liabilities	172,615	100,512
Total Equity	90,650	39,511
Total Liabilities and Equity	353,708	187,402
Debt to Assets Ratio	0.74	0.79
Equity Ratio	0.26	0.21

SUMMARY OF INCOME STATEMENT (Mn TRY)

	1 Jan. – 31 Dec. 2021	1 Jan. – 31 Dec. 2020
Sales Revenue	97,378	46,448

BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1

Gross Profit	22,145	2,683
Operating Profit Before Investment Activities	13,547	(1,382)
Profit/Loss Before Tax	9,190	(6,101)
Profit/Loss for the Period	8,213	(5,588)
Earnings Per Share (Kr)	5.95	(4.05)

SUMMARY OF BALANCE SHEET (Mn USD)

	31 December 2021	31 December 2020
<u>ASSETS</u>		
Current Assets	4,938	4,178
Non-Current Assets	21,599	21,352
Total Assets	26,537	25,530
<u>LIABILITIES</u>		
Total Current Liabilities	6,773	6,454
Total Non-Current Liabilities	12,927	13,693
Total Equity	6,837	5,383
Total Liabilities and Equity	26,537	25,530
Debt to Assets Ratio	0.74	0.79
Equity Ratio	0.26	0.21

SUMMARY OF INCOME STATEMENT (Mn USD)

	1 Jan. – 31 Dec. 2021	1 Jan. – 31 Dec. 2020
Sales Revenue	10,686	6,734
Gross Profit	2,364	356
Operating Profit/Loss Before Investment Activities	1,414	(255)
Profit/Loss Before Tax	1,023	(926)
Profit/Loss for the Period	959	(836)
Earnings Per Share (USc)	0.69	(0.61)
EBITDAR	3,744	1,866
EBITDA	3,416	1,481
EBIT	1,676	(178)
EBITDAR Margin	35.0%	27.7%
EBITDA Margin	32.0%	22.0%
EBIT Margin	15.7%	(2.6%)

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1**

Operating Profit Margin	13.2%	(3.8%)
Net Profit Margin	9.0%	(12.4%)

11. RELATED PARTY TRANSACTIONS

The conclusion section of the "Common and Continuous Related Party Transactions Report" prepared by the Board of Directors as per Article 10 of the Capital Markets Board's Communique No.II-17.1 on Corporate Governance is provided below for the information of our shareholders.

Conclusion Section of the Report on Related Party Transactions:

Due to the fact that the rate of the amount of common and continuous fuel supply /purchasing transactions executed between Turkish Airlines and TFS Akaryakıt Hizmetleri A.Ş. exceeded 10%, compared to the cost of sales in 2021 financial statements disclosed to public; and that it is also foreseen that transactions with similar features will continue in 2022, in accordance with the determined principles. These transactions mentioned in the aforementioned report are considered to be made consistent with the transactions of previous years and at-arm's length when compared with market conditions.

12. INVESTMENTS, INCENTIVES AND INVESTMENT POLICIES

By the end of December 2021, our operations have been carried out by 104 double-aisle passenger aircraft, 246 single-aisle passenger aircraft and 20 cargo aircraft. Double-aisle aircraft constitute about 28% of the total number of aircraft in fleet.

Aircraft indicated below were received in the year of 2021:

- Three A350-900
- Six A321-Neo
- Eight B737-8 Max
- Four B737-9 Max

Decree on State Aids for Investments

In our country, "Investment Incentive System" is implemented to aim targets such as:

- Increasing production and employment,
- Increasing international direct investment,
- Reducing the regional development disparities,
- Encouraging strategic investments with regional and large-scaled investment which has high research-development content to increase international competitiveness,
- Directing savings to high value added investments in line with targets, foreseen in annual programs and development plans,
- Supporting research and development activities with clustering and environmental protection investments,

This system provides support to taxpayers when they guarantee the achievement of aforementioned targets. These supports are:

- Customs Duty Exemption,
 - Value Added Tax Exemption,
-

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1**

- Tax Reduction
- Income Tax Withholding Support,
- Insurance Premium Employer Contribution Support,
- Insurance Premium Employee Contribution Support,
- Interest Rate Support,
- Investment Space Allocation,

Our Incorporation has right to benefit from some incentives in “Investment Incentive System” due to airline cargo and passenger transportation activities. As a result of the applications within this scope, Investment Incentive Certificates are obtained for supply of aircraft and ground handling services. The information on the Investment Incentive Certificates that may have an impact on the current or future financial reports of the Incorporation and the incentives utilized are listed below:

Date of Cabinet Decree	Number of Cabinet Decree	Date of Inv. Incentive Certificate	Investment Status	Tax Reduction	Total Amount of Investment TL: (*)	Utilized Contribution Amount of Investment TL: (**)
14.07.2009	2009/15199	28.12.2010	Completed	Tax Reduction %50 / Contribution rate to Investment %20	13,267,897,366	16,587,441
15.06.2012	2012/3305	18.12.2014	Completed	Tax Reduction %50 / Contribution rate to Investment %15	16,968,269,342	0
21.01.2018	2017/11133	9.08.2018	Continued	Tax Reduction %90 / Contribution rate to Investment %50	53,536,786,825.72	0
21.01.2018	2017/11133	11.09.2018	Continued	Tax Reduction %50 / Contribution rate to Investment %25	2,518,000,000	0

(*) Because the investments are realized in foreign currency and revisions made on investments, the amount of investment at the time of application and the amount of investment at the time of completion may vary.

(**)The contribution amount of investment, which is not utilizable when there is no tax base, is transferrable by indexing with revaluation rate in accordance with the provisions of the relevant legislation.

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1****13. FINANCING SOURCES**

Within the framework of the Purchase Agreements signed between THY and Airbus/Boeing, the financing arrangements of the aircraft deliveries are carried out using well-accepted financing techniques in the international markets. The financing process for upcoming aircraft starts with the submission of the tender request for proposal to domestic and international banks, financial leasing companies, and other financial institutions, and it is carried out by evaluating the various financing offers from financial, technical and fleet planning perspectives, finalizing approximately 2 months prior the delivery date of the relevant aircraft.

The aircraft which were part of the order book of Turkish Airlines' fleet have been financed under long term financing structures such as Japanese operating leases with call option (JOLCO), export credit guaranteed finance leases (e.g. EECA, US Ex-Im), Tax Leases combined with either guaranteed or commercial loans, private insurance guaranteed finance leases, operating leases, commercial loans and EETC (enhanced equipment trust certificate). Having a large amount of financing need as a matter of course, Turkish Airlines, aims to diversify its financing instruments in order to avoid credit market risks. THY meets most of its financing needs by using export credit guaranteed finance leases or commercial loans, continues to evaluate the long-term financing products in the capital markets within the scope of current market conditions, taking into consideration the revised ASU (Aircraft Sector Understanding) and Basel III laws since 2012.

14. RISK MANAGEMENT AND INTERNAL CONTROL MECHANISM**RISK MANAGEMENT MECHANISM**

In order to control potential risks in the highly competitive aviation industry and to establish sustainable growth, executing an effective risk management strategy is crucial for Turkish Airlines. The Company aims to provide reasonable assurance against possible shocks and to minimize the effects of fluctuating fuel prices, interest rates and foreign exchange rates on its cash flow together with any other possible risks resulting from its financial counterparties.

In order to determine the financial risk management strategy of the Company and to carry out the necessary actions in the scope of financial risk management, the Treasury and Risk Management Commission has been established. The Commission holds meetings on regular basis under the chairmanship of CFO and participation of SVP Finance, SVP Accounting and Financial Control, VP Treasury and all other related managers.

Within the scope of the financial risk management strategy, the Company started to implement its fuel price hedging strategy in 2009, in order to control the possible cash flow effect that may arise from the fluctuation in the oil market. Fuel price risk management strategy was updated several times over the years with the experience gained. In line with market conditions, Turkish Airlines chooses the most suitable derivative instrument among swap, zero-cost collars and premium-paid options in order to minimize the fuel price risk.

In order to minimize the foreign exchange risk, Turkish Airlines gives priority to the natural hedging methods by contract management. In this regard, the basis currency for all contracts are determined to equilibrate the income and expense in each currency. In addition to natural hedging strategy, Turkish Airlines developed and started to implement a FX risk management strategy in 2013. This strategy was updated in 2015 and 2018, in line with the market developments and experienced gained.

In accordance with the FX risk management strategy, Turkish Airlines uses the most convenient derivative instrument based on the market conditions such as forward and zero-cost option collars to manage the fluctuations in FX rates in case of need. Furthermore, in order to increase the effectiveness of natural hedging, the ticketing

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1**

currency of international flights originated from domestic airports was changed from EUR to USD in 2015, so the need for derivative products was reduced.

Turkish Airlines is exposed to financial risk arising from the fluctuations in the interest rates, by nature of the aviation industry and its operations. Monitoring and analysis of the interest rate market, preparation of indebtedness structure, sensitivity to changes in interest rates, weighted average maturity analysis and follow-up of possible cost changes due to interest rates are carried out on a regular basis within the scope of interest rate risk management. Besides, derivative instruments are used for a portion of the debt, to either by fully fixing the interest rate liabilities at a certain level or keeping it within a certain band until the maturity.

Also, sustaining a healthy liquidity structure and cash management is so critical issue for airlines due to nature of the sector. For that purpose, Turkish Airlines prepares prospective cash flow projections on monthly basis and the required minimum cash amount is determined based on this analysis. By the help of monthly projections, necessary action plans are scheduled in order to prevent the cash amount falls below this level. Realized and forecasted cash flows are strictly tracked and analyzed by the Treasury and Risk Management Commission.

Various measures are also taken in order to minimize the possible loss that will come up in case of default of the financial counterparties. In this context, main practice of Turkish Airlines is to apply a fair methodology to evaluate all counterparties in deposit and derivative transactions with equal and objective criteria and to reduce the long-term counterparty risk. In particular, specific agreements are signed with the counterparties against the credit risk that may arise as a result of the derivative transactions. All transactions are made within certain limits with each counterparty and these limits are monitored and updated dynamically.

INTERNAL CONTROL MECHANISM

Our Incorporation has an Inspection Board to inspect the Incorporation's activities and efficiency of the corporate governance, risk and control processes in a systematic and disciplined approach, to advise and provide assurance on the efficiency and effectiveness of such processes and submit opinions and recommendations in this respect.

To that end, the Audit Board reports to and advises senior management to ensure;

- The conduct of the Incorporation's activities in accordance with the statutory and internal regulations of the Incorporation, agreements and defined strategies, policies and targets,
 - Good governance, effective management of internal control and risk processes,
 - Effective and efficient use of the resources of the Incorporation,
 - Provision of reliable, consistent and updated data,
 - Continuous improvement of the divisions and processes,
 - Improvement of the quality of the Incorporation's services to ensure highest customer satisfaction level,
 - Effective communication of the information obtained during the audits to the relevant units of the organization,
 - Ensuring coherence and coordination between the divisions,
 - Detection of any faults, frauds and misconducts which might lead to a loss of income and assets of the organization and implementation of necessary actions, and follows up whether the findings and recommendations in the report are fulfilled.
-

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1**

15. CORPORATE SOCIAL RESPONSIBILITY

As the flag carrier of Turkey, Turkish Airlines supports many community and many NGO in the fields of education, science, sports, environment, art, aviation and equality to raise awareness all over the world.

Turkish Red Crescent

As Turkey's flag carrier, we provide cargo support for blood transport and aid for the Turkish Red Crescent, the largest charity in Turkey.

Teknofest Aerospace and Technology Festival

By promoting the Aviation, Space and Technology Festival, we support successful teams who represent Turkey in international platforms.

We Progress Together Flight Against "Breast Cancer"

As the airline flying to the most destinations in the world, we carried out our "We Progress Together in the Fight against Breast Cancer" project by wearing pink ribbons on our collars and making special announcements on our over 260 flights from October 15 to October 31 with the intention of creating a global awareness, and won the Bronze Achievement Award in the Health and Quality Life category of the Awards for Institutions that Add Value to Sustainable Development Goals in the 13th Corporate Social Responsibility Summit.

16. PROJECTIONS ABOUT THE INCORPORATION

The Incorporation has decided to start operating scheduled flights, based on aircraft availability and market conditions to the cities Abha of Saudi Arabia, Juba of South Sudan, Aswan of Egypt, Makhachkala of Russia, Krakow of Poland, La Coruna of Spain, Lenkeran of Azerbaijan, Nantes of France, Palermo of Italy, Port Sudan of Sudan, Atyrau of Kazakhstan, Sialkot of Pakistan, Hargeisa of Somalia, Denver, Seattle and Detroit of the United States of America. Our Incorporation plans to evaluate these new destination openings in line with market conditions.

Flying to more countries than any other airline in the world, the Incorporation aims to be among the leading airlines in the world by maintaining its steady growth in parallel to the growth in number of transfer passengers by providing wide-body fleet investments, capacity increases mainly in long-range flights and new routes. The Incorporation is targeting to increase unit revenue through expansion of cargo operations. In addition, Turkish Airlines aims to be one of the largest air cargo carriers in the world by increasing its market share in the global air cargo market. As a member, Turkish Airlines adopts IATA targets which are aimed to reduce carbon emissions from aviation and works with dedication to achieve these targets.

17. STRATEGIC TARGETS OF THE INCORPORATION

An Operating Budget, covering the operational and financial plans regarding the next 1-year activity period and a Business Plan, covering the 10-year operational and financial plans, that give detailed information about the first five years, while giving macro information about the second five years, are prepared within the participation of all units and discussed in detail, finalized and approved during the budget meetings in which the top management and the Board of Directors attends.

In addition, the Strategic Targets, which include the off-budget, long-term targets of the Incorporation, such as the market share, customer satisfaction, brand equity and sustainability as well as the annual Corporate Objectives, which will help to achieve these targets, are determined according to the Target Management Procedure.

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1**

Responsibility is assigned to the relevant units in accordance with the General Instruction on Responsible Units of Company Objectives. Target achievements are monitored regularly through the Corporate Performance Monitoring System and reported to be evaluated at quarterly Objective Evaluation Meetings with the unit managers. In addition, Objective Evaluation Meetings are also chaired at the level of the General Manager. In these meetings, the level of accomplishment of the targets is reviewed, by taking the performance of previous periods into account, as well, and therefore the deviations in the objectives, if any, are identified and necessary actions are taken.

The Board of Directors approves the strategic targets set by the managers of our Incorporation and continuously and effectively reviews the level of accomplishment in such targets as well as the activities and previous performance of the Incorporation. In doing so, the Board always strives to ensure compliance with the international standards and takes immediate and proactive actions, where necessary. In order to monitor the strategic targets and previous performance of the Incorporation, reports are submitted to the Board of Directors, including

- i) A summary as regards the up-to-date financial and operational status of the Incorporation and budget deviations, at every Board Meeting and,
- ii) Informative presentations on the assessments of the performance of the Incorporation for the previous period, the rate of accomplishment of its annual corporate targets, the reasons for deviations, if any, and cost analyses, following the announcement of quarterly financial results.

Necessary measures and actions are determined based on these assessments and the budget and business plan are revised, if necessary.

18. PROFIT DISTRIBUTION POLICY

The proposal of the Board of Directors of the Incorporation, as regards the revision of the Profit Distribution Policy of the Incorporation, was approved by the General Assembly at the Ordinary General Assembly Meeting, dated 04.04.2016 and the updated policy is available on the web site of Investor Relations of the Incorporation.

19. DONATION AND AID POLICY

The Donation Policy of the Incorporation has been approved at Ordinary General Assembly that took place on 07.05.2012 and is as follows:

Turkish Airlines, in compliance with its social responsibility, could make donation or provide relief by virtue of the Board of Directors approval, within the scope of the principles indicated by the Capital Markets Board and under the Turkish Commercial Code. In selection of the donation type and amount of the donation, Turkish Airlines corporate social responsibility policies will be the guidance. The details of the donations made are submitted to the shareholders during the Ordinary General Assembly of the respective year.

At the General Assembly that took place on 26.03.2021, it was decided for the donations to be made in 2021 not to exceed the upper limit to be determined by the CMB in accordance with the Article 19 of the CMB by majority votes of the attendees.

20. HUMAN RESOURCES POLICY

The Incorporation has in place a Human Resources Policy, which has been approved by the Board of Directors and any and all actions for sub-departments and all personnel, which are organized based on the processes, are

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1**

carried out in accordance with the regulations. The principle for equal opportunities for the persons with equal requirements is adopted during recruitment and career planning processes. The procedures and principles of recruitment processes of our Incorporation are specified under the Employment Procedure of the Incorporation and in the employment process charts. The processes vary according to the work groups as cockpit crew, cabin crew, domestic staff and international staff. The procedure outlines the information about the departments having responsibilities at each stage, the announcement criteria, process flows and management of personnel records.

Employee loyalty/satisfaction is measured on a yearly basis and reported on department basis to enhance the employee experience. Besides, actions that boost employee satisfaction and motivation are carried out and trends are followed with benchmark studies and implemented within the Incorporation. All measures are taken in order not to discriminate based on race, religion, nationality and gender and in order to protect the employees against any physical, mental and emotional abuses. The task definitions of the employees are regularly published on the intranet page of Turkish Airlines. All employees can access the task definition via the intranet page of Turkish Airlines. On the other hand, most of the employees is a member of the labor union. The relations between the employees and the employer, with respect to the Collective Bargaining Agreement and any matter concerning the staff, are conducted in the most efficient manner and in a manner to obtain result, through the agency of the representatives and union executives assigned by the labor union, in numbers and proportions specified in the legal legislation. All necessary actions are taken to ensure the occupational health and safety for all employees. The employees are provided with a safe working environment and conditions, both in Turkey and overseas. Legal rights of employees working abroad as remuneration, right of leave are regulated and followed within the framework of the countries' policy. Training programs are conducted for employees to enhance their knowledge, skills and to support their career development.

21. FINANCIAL RIGHTS

Any rights, benefits and remuneration provided to the members of the Board and senior management of our Incorporation as well as the criteria used to determine such rights, are set out in our Corporate Remuneration Policy, which is published on the web site of the Investor Relations, as well.

The remuneration of the Members of the Board of Directors is discussed as a separate item on the agenda of the General Assembly Meeting. No payment plan based on dividends, stock options or the performance of the Incorporation is used for the remuneration of the Independent Members of the Board of Directors. The Incorporation may not lend money or extend credit to any member of the Board of Directors.

Net wage is paid to the members of the Executive Committee and the Board of Directors. Moreover, a gross bonus payment, equivalent of their net monthly wages, is made quarterly. In 2021, the sum of all financial benefits, including remuneration, bonus payment, allotted car and communication spending of the members of the Board of Directors, General Manager and Chief Officers of our Incorporation, Turkish Technic, THY Uçuş Eğitim ve Havalimanı İşletme A.Ş. and THY Teknoloji ve Bilişim A.Ş was TRY 27.716.345.

22. OTHER INFORMATION

Information regarding to lawsuits against the Incorporation and any probable outcomes

None

Information about legislative amendments that may have a significant impact on Incorporation's operations

None

**BOARD ACTIVITY REPORT
PURSUANT TO THE COMMNIQUE SERIAL II. NO.14.1**

Information on conflicts of interest with organizations from whom the Incorporation obtains investment consultancy, rating or similar services and measures taken by the Incorporation to prevent such conflicts of interest

None

Information on administrative or judicial sanctions imposed on the Incorporation and its management due to practices in violation of legislative provisions

There were no administrative or judicial sanctions imposed on the Incorporation and its management due to practices in violation of legislative provisions.

Incorporation's Efforts on Research and Development Activities

Incorporation's R&D activities are carried out by our subsidiary THY Teknoloji ve Bilişim A.Ş.

Information about amendment on Articles of Association during the reporting period.

There is no amendment on Articles of Association during the reporting period.

Information on the Incorporation's Acquisition of Own Share

The Incorporation does not have acquisition of own share.

DISCLAIMER

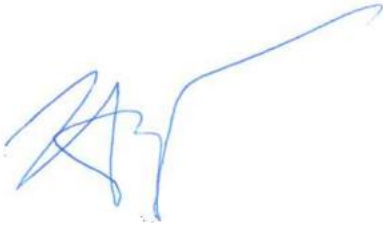
This is an English translation of the original Board Activity Report made by Türk Hava Yolları A.O. in Turkish, for information purposes only. In the event of any discrepancy between this translation and the original Turkish report, the original Turkish report shall prevail. Türk Hava Yolları A.O. makes no warranties or representations about the accuracy or completeness of the English translation and assumes no liability for any errors, omissions or inaccuracies that may arise from use of this translation.

ANNEX-1 : STATEMENTS of INDEPENDENCY

I hereby declare that I run for the office of “Independent Member” of the Board of Directors of Turkish Airlines Inc. in accordance with the criteria stipulated by applicable regulations, the Articles of Association and the Capital Markets Board’s Corporate Governance Principles, and accordingly that;

- a) no employment-related relationship in respect of any managerial position, whereby any substantive duties and responsibilities may be assumed, has been established between the Incorporation and any affiliates, who either hold the control of or have any significant influence on the management of the Incorporation, or any shareholders who hold the control of the management of the Incorporation, or have a significant influence on the Incorporation, or any legal persons, who hold the control of the management of such shareholders, and myself, my spouse and any of my relatives by blood and by marriage up to the second degree, within the last five years; and also that I have not held more than 5% of the capital or the voting rights or the privileged shares of the Incorporation, either collectively or individually, or any commercial relationship which is of substantial nature has not been established; and also that;
- b) within the last five years, particularly in respect of the auditing, rating and consulting activities for the Incorporation (including tax inspection, legal inspections and internal inspections); I have not been a shareholder (holding 5% or more of the shares), or any employee serving at any managerial positions whereby any substantial duties and responsibilities may be assumed, or a member of the Board of Directors, of any such incorporation, from which the Incorporation has procured any services or products or to which the Incorporation has sold any services or products to a material extent in accordance with the agreements executed for such purpose; and also that;
- c) I enjoy the professional educational background, knowledge and experience to properly and duly fulfill my duties as an independent member of the Board of Directors, and also that;
- d) I am resident in Turkey according to the Income Tax Law numbered 193 dated 31/12/1960,
- e) I am strongly bound by ethical standards, and enjoy the professional reputation and experience to positively contribute to the operations of the Incorporation, maintain my impartiality in any potential case of conflict of interest amongst the shareholders of the Incorporation, and to make decisions freely with due consideration of the rights and benefits of the stakeholders, and also that;
- f) I will be able to allocate time for the affairs of the Incorporation to such an extent that I would be able to fully perform and carry out the duties and tasks which I have assumed, and to follow up the functioning of the activities and operations of the Incorporation, and also that;
- g) I have not held the office of a member of the Board of Directors at the Board of Directors of the Incorporation for a period longer than six years within the last decade, and also that;
- ğ) I have not held office as an independent member of the Board of Directors of more than three of the companies which hold the control of management of the Incorporation or the shareholders who hold the control of management of the same, and at more than five of the listed companies in total; and also that;
- h) I have not been registered and announced for the legal person which has been elected as a member of the Board of Directors.

Respectfully,



ŞEKİB AVDAĞ

I hereby declare that I run for the office of "Independent Member" of the Board of Directors of Turkish Airlines Inc. in accordance with the criteria stipulated by applicable regulations, the Articles of Association and the Capital Markets Board's Corporate Governance Principles, and accordingly that;

- a) no employment-related relationship in respect of any managerial position, whereby any substantive duties and responsibilities may be assumed, has been established between the Incorporation and any affiliates, who either hold the control of or have any significant influence on the management of the Incorporation, or any shareholders who hold the control of the management of the Incorporation, or have a significant influence on the Incorporation, or any legal persons, who hold the control of the management of such shareholders, and myself, my spouse and any of my relatives by blood and by marriage up to the second degree, within the last five years; and also that I have not held more than 5% of the capital or the voting rights or the privileged shares of the Incorporation, either collectively or individually, or any commercial relationship which is of substantial nature has not been established; and also that;
- b) within the last five years, particularly in respect of the auditing, rating and consulting activities for the Incorporation (including tax inspection, legal inspections and internal inspections); I have not been a shareholder (holding 5% or more of the shares), or any employee serving at any managerial positions whereby any substantial duties and responsibilities may be assumed, or a member of the Board of Directors, of any such incorporation, from which the Incorporation has procured any services or products or to which the Incorporation has sold any services or products to a material extent in accordance with the agreements executed for such purpose; and also that;
- c) I enjoy the professional educational background, knowledge and experience to properly and duly fulfill my duties as an independent member of the Board of Directors, and also that;
- ç) I will not hold any full time roles at any public institutions or agencies after I was elected as a member, excluding as a faculty member at a university to the extent that it is in compliance with the applicable regulations,
- d) I am resident in Turkey according to the Income Tax Law numbered 193 dated 31/12/1960,
- e) I am strongly bound by ethical standards, and enjoy the professional reputation and experience to positively contribute to the operations of the Incorporation, maintain my impartiality in any potential case of conflict of interest amongst the shareholders of the Incorporation, and to make decisions freely with due consideration of the rights and benefits of the stakeholders, and also that;
- f) I will be able to allocate time for the affairs of the Incorporation to such an extent that I would be able to fully perform and carry out the duties and tasks which I have assumed, and to follow up the functioning of the activities and operations of the Incorporation, and also that;
- g) I have not held the office of a member of the Board of Directors at the Board of Directors of the Incorporation for a period longer than six years within the last decade, and also that;
- ğ) I have not held office as an independent member of the Board of Directors of more than three of the companies which hold the control of management of the Incorporation or the shareholders who hold the control of management of the same, and at more than five of the listed companies in total; and also that;
- h) I have not been registered and announced for the legal person which has been elected as a member of the Board of Directors.

Respectfully,

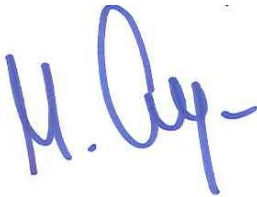


FATMANUR ALTUN

I hereby declare that I run for the office of "Independent Member" of the Board of Directors of Turkish Airlines Inc. in accordance with the criteria stipulated in the applicable regulations, the Articles of Association and the Capital Markets Board's Corporate Governance Principles, and accordingly it was resolved that the exception specified under Article 6, paragraph 2 of the Communiqué on Corporate Governance be applied to me, as per the letter dated 21/05/2015, numbered 29833736-1181 of the Capital Markets Board. Therefore, being exempt from Article 4.3.6, subparagraph (g) of the said Communiqué, I hereby declare that:

- a) no employment-related relationship in respect of any managerial position, whereby any substantive duties and responsibilities may be assumed, has been established between the Company and any affiliates, who either hold the control of or have any significant influence on the management of the Company, or any shareholders who hold the control of the management of the Company, or have a significant influence on the Company, or any legal persons, who hold the control of the management of such shareholders, and myself, my spouse and any of my relatives by blood and by marriage up to the second degree, within the last five years; and also that I have not held more than 5% of the capital or the voting rights or the privileged shares of the Company, either collectively or individually, or any commercial relationship which is of substantial nature has not been established; and also that;
- b) within the last five years, particularly in respect of the auditing, rating and consulting activities for the Company (including tax inspection, legal inspections and internal inspections); I have not been a shareholder (holding 5% or more of the shares), or any employee serving at any managerial positions whereby any substantial duties and responsibilities may be assumed, or a member of the board of directors, of any such company, from which the Company has procured any services or products or to which the Company has sold any services or products to a material extent in accordance with the agreements executed for such purpose; and also that;
- c) I enjoy the professional educational background, knowledge and experience to properly and duly fulfill my duties as an independent member of the board of directors, and also that;
- ç) I will not hold any full time roles at any public institutions or agencies after I was elected as a member, excluding as a faculty member at a university to the extent that it is in compliance with the applicable regulations,
- d) I am resident in Turkey according to the Income Tax Law numbered 193 dated 31/12/1960,
- e) I am strongly bound by ethical standards, and enjoy the professional reputation and experience to positively contribute to the operations of the Company, maintain my impartiality in any potential case of conflict of interest amongst the shareholders of the Company, and to make decisions freely with due consideration of the rights and benefits of the stakeholders, and also that;
- f) I will be able to allocate time for the affairs of the Company to such an extent that I would be able to fully perform and carry out the duties and tasks which I have assumed, and to follow up the functioning of the activities and operations of the Company, and also that;
- ğ) I have not held office as an independent member of the board of directors of more than three of the companies which hold the control of management of the Company or the shareholders who hold the control of management of the same, and at more than five of the listed companies in total; and also that
- h) I have not been registered and announced for the legal person which has been elected as a member of the board of directors.

Respectfully,



MEHMET MUZAFFER AKPINAR

I hereby declare that I run for the office of "Independent Member" of the Board of Directors of Turkish Airlines Inc. in accordance with the criteria stipulated by applicable regulations, the Articles of Association and the Capital Markets Board's Corporate Governance Principles, and accordingly that;

- a) no employment-related relationship in respect of any managerial position, whereby any substantive duties and responsibilities may be assumed, has been established between the Incorporation and any affiliates, who either hold the control of or have any significant influence on the management of the Incorporation, or any shareholders who hold the control of the management of the Incorporation, or have a significant influence on the Incorporation, or any legal persons, who hold the control of the management of such shareholders, and myself, my spouse and any of my relatives by blood and by marriage up to the second degree, within the last five years; and also that I have not held more than 5% of the capital or the voting rights or the privileged shares of the Incorporation, either collectively or individually, or any commercial relationship which is of substantial nature has not been established; and also that;
- b) within the last five years, particularly in respect of the auditing, rating and consulting activities for the Incorporation (including tax inspection, legal inspections and internal inspections); I have not been a shareholder (holding 5% or more of the shares), or any employee serving at any managerial positions whereby any substantial duties and responsibilities may be assumed, or a member of the Board of Directors, of any such incorporation, from which the Incorporation has procured any services or products or to which the Incorporation has sold any services or products to a material extent in accordance with the agreements executed for such purpose; and also that;
- c) I enjoy the professional educational background, knowledge and experience to properly and duly fulfill my duties as an independent member of the Board of Directors, and also that;
- ç) I will not hold any full time roles at any public institutions or agencies after I was elected as a member, excluding as a faculty member at a university to the extent that it is in compliance with the applicable regulations,
- d) I am resident in Turkey according to the Income Tax Law numbered 193 dated 31/12/1960,
- e) I am strongly bound by ethical standards, and enjoy the professional reputation and experience to positively contribute to the operations of the Incorporation, maintain my impartiality in any potential case of conflict of interest amongst the shareholders of the Incorporation, and to make decisions freely with due consideration of the rights and benefits of the stakeholders, and also that;
- f) I will be able to allocate time for the affairs of the Incorporation to such an extent that I would be able to fully perform and carry out the duties and tasks which I have assumed, and to follow up the functioning of the activities and operations of the Incorporation, and also that;
- g) I have not held the office of a member of the Board of Directors at the Board of Directors of the Incorporation for a period longer than six years within the last decade, and also that;
- ğ) I have not held office as an independent member of the Board of Directors of more than three of the companies which hold the control of management of the Incorporation or the shareholders who hold the control of management of the same, and at more than five of the listed companies in total; and also that;
- h) I have not been registered and announced for the legal person which has been elected as a member of the Board of Directors.

Respectfully,



MELİH ŞÜKRÜ ECERTAŞ

ANNEX-2 : STATEMENT OF COMPLIANCE WITH CORPORATE GOVERNANCE PRINCIPLES

The Incorporation, which aims at promoting and representing Turkey and Turkish Aviation industry in international arena in the best possible manner and which has adopted the transparency, fairness, responsibility and accountability as a principle, complies with any and all mandatory principles set out in the Corporate Governance Principles attached to the Capital Market Board (CMB) Corporate Governance Communique n: II-17.1 and pays utmost attention to abide by non-mandatory principles thereof.

Pursuant to the Capital Market Board Corporate Governance Communique n: II-17.1 dated on 10.01.2019 and numbered 2/49, corporations are subject to disclose Corporate Governance Compliance Report on the Public Disclosure Platform. Non-mandatory Corporate Governance Principles disclosed on Corporate Governance Compliance Report template and current corporate governance applications disclosed on Corporate Governance Information Form template. Templates of the Incorporation are available on the following website <https://www.kap.org.tr/en/sirket-bilgileri/ozet/1107-turk-hava-yollari-a-o> under the titles of Corporate Governance Principles Compliance Report and Corporate Governance.

Non-mandatory Corporate Governance Principles, which are not observed by the Incorporation and the reasons thereof, are given in the templates and the relevant parts of the report. The Incorporation keeps carrying out activities for continuous development of Corporate Governance approach and for enhancement of the level of compliance with the Corporate Governance Principles.

Related Companies

Related Funds

	Company Compliance Status					Explanation
	Yes	Partial	No	Exempted	Not Applicable	
Corporate Governance Compliance Report						
1.1. FACILITATING THE EXERCISE OF SHAREHOLDER RIGHTS						
1.1.2- Up-to-date information and disclosures which may affect the exercise of shareholder rights are available to investors at the corporate website.	X					
1.2. RIGHT TO OBTAIN AND REVIEW INFORMATION						
1.2.1 - Management did not enter into any transaction that would complicate the conduct of special audit.	X					
1.3. GENERAL ASSEMBLY						
1.3.2 - The company ensures the clarity of the General Assembly agenda, and that an item on the agenda does not cover multiple topics.	X					
1.3.7- Insiders with privileged information have informed the board of directors about transactions conducted on their behalf within the scope of the company's activities in order for these transactions to be presented at the General Shareholders' Meeting.					X	
1.3.8 - Members of the board of directors who are concerned with specific agenda items, auditors, and other related persons, as well as the officers who are responsible for the preparation of the financial statements were present at the General Shareholders' Meeting.	X					
1.3.10 - The agenda of the General Shareholders' Meeting included a separate item detailing the amounts and beneficiaries of all donations and contributions.		X				While the amount of the donation is announced, the beneficiaries are not publicly announced.
1.3.11 - The General Shareholders' Meeting was held open to the public, including the stakeholders, without having the right to speak.		X				There is no special demand from media to the General Assembly Meeting. The General Shareholder's Meeting was held open to the public including the stakeholders, without having the right to speak.
1.4. VOTING RIGHTS						
1.4.1 - There is no restriction preventing shareholders from exercising their shareholder rights.	X					
1.4.2 - The company does not have shares that carry privileged voting rights.				X		The paid-in share capital of the Incorporation consists of 137.999.999.999 Group A shares and 1 Group C share, each with the nominal value of 1 Kurus. Group C share belongs to the The Republic of Turkey Ministry of Treasury and Finance Privatization Administration and privileges granted to Group C share are defined in the Articles of Association of the Incorporation.
1.4.3-The company withholds from exercising its voting rights at the General Shareholders' Meeting of any company with which it has cross-ownership, in case such cross-ownership provides management control.					X	
1.5. MINORITY RIGHTS						
1.5.1 - The company pays maximum diligence to the exercise of minority rights.	X					

1.5.2 - The Articles of Association extend the use of minority rights to those who own less than one twentieth of the outstanding shares, and expand the scope of the minority rights.	X						
1.6. DIVIDEND RIGHT							
1.6.1 - The dividend policy approved by the General Shareholders' Meeting is posted on the company website.	X						
1.6.2 - The dividend distribution policy comprises the minimum information to ensure that the shareholders can have an opinion on the procedure and principles of dividend distributions in the future.	X						
1.6.3 - The reasons for retaining earnings, and their allocations, are stated in the relevant agenda item.	X						
1.6.4 - The board reviewed whether the dividend policy balances the benefits of the shareholders and those of the company.	X						
1.7. TRANSFER OF SHARES							
1.7.1 - There are no restrictions preventing shares from being transferred.	X						
2.1. CORPORATE WEBSITE							
2.1.1. - The company website includes all elements listed in Corporate Governance Principle 2.1.1.	X						
2.1.2 - The shareholding structure (names, privileges, number and ratio of shares, and beneficial owners of more than 5% of the issued share capital) is updated on the website at least every 6 months.	X						
2.1.4 - The company website is prepared in other selected foreign languages, in a way to present exactly the same information with the Turkish content.	X						
2.2. ANNUAL REPORT							
2.2.1 - The board of directors ensures that the annual report represents a true and complete view of the company's activities.	X						
2.2.2 - The annual report includes all elements listed in Corporate Governance Principle 2.2.2.	X						
3.1. CORPORATION'S POLICY ON STAKEHOLDERS							
3.1.1- The rights of the stakeholders are protected pursuant to the relevant regulations, contracts and within the framework of bona fides principles.	X						
3.1.3 - Policies or procedures addressing stakeholders' rights are published on the company's website.	X						
3.1.4 - A whistleblowing programme is in place for reporting legal and ethical issues.	X						
3.1.5 - The company addresses conflicts of interest among stakeholders in a balanced manner.	X						
3.2. SUPPORTING THE PARTICIPATION OF THE STAKEHOLDERS IN THE CORPORATION'S MANAGEMENT							
3.2.1 - The Articles of Association, or the internal regulations (terms of reference/manuals), regulate the participation of employees in management.	X						
3.2.2 - Surveys/other research techniques, consultation, interviews, observation method etc. were conducted to obtain opinions from stakeholders on decisions that significantly affect them.	X						
3.3. HUMAN RESOURCES POLICY							
3.3.1 - The company has adopted an employment policy ensuring equal opportunities, and a succession plan for all key managerial positions.	X						
3.3.2 - Recruitment criteria are documented.	X						
3.3.3 - The company has a policy on human resources development, and organises trainings for employees.	X						
3.3.4 - Meetings have been organised to inform employees on the financial status of the company, remuneration, career planning, education and health.	X						
3.3.5 - Employees, or their representatives, were notified of decisions impacting them. The opinion of the related trade unions was also taken.	X						
3.3.6 - Job descriptions and performance criteria have been prepared for all employees, announced to them and taken into account to determine employee remuneration.	X						
3.3.7 - Measures (procedures, trainings, raising awareness, goals, monitoring, complaint mechanisms) have been taken to prevent discrimination, and to protect employees against any physical, mental, and emotional mistreatment.	X						
3.3.8 - The company ensures freedom of association and supports the right for collective bargaining.	X						
3.3.9 - A safe working environment for employees is maintained.	X						
3.4. RELATIONS WITH CUSTOMERS AND SUPPLIERS							

3.4.1-The company measured its customer satisfaction, and operated to ensure full customer satisfaction.	X					
3.4.2 - Customers are notified of any delays in handling their requests.	X					
3.4.3 - The company complied with the quality standards with respect to its products and services.	X					
3.4.4 - The company has in place adequate controls to protect the confidentiality of sensitive information and business secrets of its customers and suppliers.	X					
3.5. ETHICAL RULES AND SOCIAL RESPONSIBILITY						
3.5.1 - The board of the corporation has adopted a code of ethics, disclosed on the corporate website.	X					
3.5.2-The company has been mindful of its social responsibility and has adopted measures to prevent corruption and bribery.	X					
4.1. ROLE OF THE BOARD OF DIRECTORS						
4.1.1 - The board of directors has ensured strategy and risks do not threaten the long-term interests of the company, and that effective risk management is in place.	X					
4.1.2 - The agenda and minutes of board meetings indicate that the board of directors discussed and approved strategy, ensured resources were adequately allocated, and monitored company and management performance.	X					
4.2. ACTIVITIES OF THE BOARD OF DIRECTORS						
4.2.1-The board of directors documented its meetings and reported its activities to the shareholders.	X					
4.2.2 - Duties and authorities of the members of the board of directors are disclosed in the annual report.	X					
4.2.3-The board has ensured the company has an internal control framework adequate for its activities, size and complexity.	X					
4.2.4 - Information on the functioning and effectiveness of the internal control system is provided in the annual report.	X					
4.2.5 - The roles of the Chairman and Chief Executive Officer are separated and defined.			X			Due to the dynamic nature of the aviation industry, it would be more favorable in terms of uniformity, if the Chairman of the Board and the Executive Committee is the same person.
4.2.7-The board of directors ensures that the Investor Relations department and the corporate governance committee work effectively. The board works closely with them when communicating and settling disputes with shareholders.	X					
4.2.8 - The company has subscribed to a Directors and Officers liability insurance covering more than 25% of the capital.		X				There is an executive liability insurance for the damages caused by the board members during their duties but the total insurance does not exceed 25% of the capital . The amount of insurance coverage is 10 Million US Dollars.
4.3. STRUCTURE OF THE BOARD OF DIRECTORS						
4.3.9 - The board of directors has approved the policy on its own composition, setting a minimal target of 25% for female directors. The board annually evaluates its composition and nominates directors so as to be compliant with the policy.		X				The Incorporation aims to increase the women's employment rate in operational and governance areas but Board of Directors does not have a specific target in terms of the ratio of female members.
4.3.10 - At least one member of the audit committee has 5 years of experience in audit/accounting and finance.	X					
4.4. BOARD MEETING PROCEDURES						
4.4.1-Each board member attended the majority of the board meetings in person.	X					
4.4.2 - The board has formally approved a minimum time by which information and documents relevant to the agenda items should be supplied to all board members.	X					
4.4.3 - The opinions of board members that could not attend the meeting, but did submit their opinion in written format, were presented to other members.	X					
4.4.4 - Each member of the board has one vote.	X					
4.4.5 - The board has a charter/written internal rules defining the meeting procedures of the board.	X					

4.4.6 - Board minutes document that all items on the agenda are discussed, and board resolutions include director's dissenting opinions if any.	X					
4.4.7-There are limits to external commitments of board members. Shareholders are informed of board members' external commitments at the General Shareholders' Meeting.	X					The Members of the Board spares sufficient time for the activities of the Incorporation. In the event that any Member of the Board serves as an executive or a Member of the Board at any other company or that he/she provides any other company with a consultancy service, then such situation will not lead to a conflict of interest nor will it hinder his/her duty within the Incorporation. Therefore, the fact that the Members of the Board carry out any duty or duties outside the Incorporation is not subject to certain prescribed rules or otherwise restricted.
4.5. BOARD COMMITTEES						
4.5.5 - Board members serve in only one of the Board's committees.			X			Board members serve in more than one of the Board's committees since the chairmen of three committees which were established within the Board of Directors and the Members of the Audit Committee are required to be elected among the Independent Members of the Board of Directors.
4.5.6 - Committees have invited persons to the meetings as deemed necessary to obtain their views.	X					
4.5.7 - If external consultancy services are used, the independence of the provider is stated in the annual report.					X	
4.5.8 - Minutes of all committee meetings are kept and reported to board members.	X					
4.6. FINANCIAL RIGHTS						
4.6.1-The board of directors has conducted a board performance evaluation to review whether it has discharged all its responsibilities effectively.			X			There is no board evaluation.
4.6.4-The company did not extend any loans to its board directors or executives, nor extended their lending period or enhanced the amount of those loans, or improve conditions thereon, and did not extend loans under a personal credit title by third parties or provided guarantees such as surety in favour of them.	X					
4.6.5 - The individual remuneration of board members and executives is disclosed in the annual report.	X					The sum of all financial benefits, including remuneration and bonus paid to the members of the Board of Directors, CEO and Chief Officers are shared in the annual report but not disclosed on a personal basis.

1. SHAREHOLDERS	
1.1. Facilitating the Exercise of Shareholders Rights	
The number of investor meetings (conference, seminar/etc.) organised by the company during the year	Investor Relations Department participated in 8 investor conferences and roadshows, held 80 teleconferences and held more than 100 individual/corporate investor meetings. 4 teleconferences were organized about financial statements results.
1.2. Right to Obtain and Examine Information	
The number of special audit request(s)	0
The number of special audit requests that were accepted at the General Shareholders' Meeting	0
1.3. General Assembly	
Link to the PDP announcement that demonstrates the information requested by Principle 1.3.1. (a-d)	https://www.kap.org.tr/en/Bildirim/914362
Whether the company provides materials for the General Shareholders' Meeting in English and Turkish at the same time	Yes.
The links to the PDP announcements associated with the transactions that are not approved by the majority of independent directors or by unanimous votes of present board members in the context of Principle 1.3.9	There is not any transactions that are not approved unanimously.
The links to the PDP announcements associated with related party transactions in the context of Article 9 of the Communiqué on Corporate Governance (II-17.1)	-
The links to the PDP announcements associated with common and continuous transactions in the context of Article 10 of the Communiqué on Corporate Governance (II-17.1)	-
The name of the section on the corporate website that demonstrates the donation policy of the company	Investor Relations / Corporate Governance / Donation Policy
The relevant link to the PDP with minute of the General Shareholders' Meeting where the donation policy has been approved	https://www.kap.org.tr/en/Bildirim/921405
The number of the provisions of the articles of association that discuss the participation of stakeholders to the General Shareholders' Meeting	There is not any articles of association that discuss the participation of stakeholders to the General Shareholders' Meeting.
Identified stakeholder groups that participated in the General Shareholders' Meeting, if any	Some stakeholders like the representatives of the Independent Audit Company and employees participated in the General Shareholders' Meeting without having the right to speak.
1.4. Voting Rights	
Whether the shares of the company have differential voting rights	Evet (Yes)
In case that there are voting privileges, indicate the owner and percentage of the voting majority of shares.	The paid-in share capital of the Incorporation consists of 137.999.999.999 Group A shares and 1 Group C share, each with the nominal value of 1 Kuruş. Group C share belongs to the The Republic of Turkey Ministry of Treasury and Finance Privatization Administration and privileges granted to Group C share are defined in the Articles of Association of the Incorporation.
The percentage of ownership of the largest shareholder	% 49,12
1.5. Minority Rights	
Whether the scope of minority rights enlarged (in terms of content or the ratio) in the articles of the association	Evet (Yes)
If yes, specify the relevant provision of the articles of association.	Article 10
1.6. Dividend Right	
The name of the section on the corporate website that describes the dividend distribution policy	Investor Relations / Corporate Governance / Dividend Policy
Minutes of the relevant agenda item in case the board of directors proposed to the general assembly not to distribute dividends, the reason for such proposal and information as to use of the dividend.	According to the consolidated financial statements belonging to the accounting period of 01.01.2020-31.12.2020 prepared in accordance with the IFRS within the framework of the provisions of the Communiqué of the CMB Serial: II, and Number: 14.1 and audited by PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş., net loss for the period is TL 5,588,000,000. On the other hand, according to the legal books (under the provisions of Turkish Tax Procedure Law), the net loss for the period is TL 17,339,310,713 and previous years' loss account has a balance of TL 16,345,436,976. The loss amount according to the legal books will be transferred to previous years' loss account. As there will not be any distributable profit (according to the legal books), the net loss of TL 5,588,000,000 (according to IFRS) will be transferred to the previous years' profit account. The acceptance of the proposal of the Board of Directors concerning the loss distribution for the year 2020 and the Statement of Profit Distribution was submitted for approval of the General Assembly.
PDP link to the related general shareholder meeting minutes in case the board of directors proposed to the general assembly not to distribute dividends	https://www.kap.org.tr/en/Bildirim/921405

General Assembly Meetings

General Meeting Date	The number of information requests received by the company regarding the clarification of the agenda of the General Shareholders' Meeting	Shareholder participation rate to the General Shareholders' Meeting	Percentage of shares directly present at the GSM	Percentage of shares represented by proxy	Specify the name of the page of the corporate website that contains the General Shareholders' Meeting minutes, and also indicates for each resolution the voting levels for or against	Specify the name of the page of the corporate website that contains all questions asked in the general assembly meeting and all responses to them	The number of the relevant item or paragraph of General Shareholders' Meeting minutes in relation to related party transactions	The number of declarations by insiders received by the board of directors	The link to the related PDP general shareholder meeting notification
26/03/2021	0	% 63,72	% 49,12	% 14,59	Investor Relations / Corporate Governance / 2021 / General Assembly	Investor Relations / Corporate Governance / 2021 / General Assembly	There is not any relevant item or paragraph of General Shareholders' Meeting minutes in relation to related party transactions.	283	https://www.kap.org.tr/en/Bildirim/921405

2. DISCLOSURE AND TRANSPARENCY	
2.1. Corporate Website	
Specify the name of the sections of the website providing the information requested by the Principle 2.1.1.	Investor Relations - Frequent Asked Questions
If applicable, specify the name of the sections of the website providing the list of shareholders (ultimate beneficiaries) who directly or indirectly own more than 5% of the shares.	Investor Relations / Turkish Airlines / Shareholding Structure
List of languages for which the website is available	Turkish - English
2.2. Annual Report	
The page numbers and/or name of the sections in the Annual Report that demonstrate the information requested by principle 2.2.2.	
a) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the duties of the members of the board of directors and executives conducted out of the company and declarations on independence of board members	Board of Directors and Committees - Declarations on Independence
b) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on committees formed within the board structure	Board of Directors and Committees
c) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the number of board meetings in a year and the attendance of the members to these meetings	Board of Directors and Committees
ç) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on amendments in the legislation which may significantly affect the activities of the corporation	There is not any sections related to this.
d) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on significant lawsuits filed against the corporation and the possible results thereof	Other Information
e) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the conflicts of interest of the corporation among the institutions that it purchases services on matters such as investment consulting and rating and the measures taken by the corporation in order to avoid from these conflicts of interest	Other Information
f) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on the cross ownership subsidiaries that the direct contribution to the capital exceeds 5%	Field of Activity, Capital Structure and Subsidiaries
g) The page numbers and/or name of the sections in the Annual Report that demonstrate the information on social rights and professional training of the employees and activities of corporate social responsibility in respect of the corporate activities that arises social and environmental results	Human Resources - Corporate Social Responsibility

3. STAKEHOLDERS	
3.1. Corporation's Policy on Stakeholders	
The name of the section on the corporate website that demonstrates the employee remedy or severance policy	There is not any section related to this.
The number of definitive convictions the company was subject to in relation to breach of employee rights	-
The position of the person responsible for the alert mechanism (i.e. whistleblowing mechanism)	SVP Recruitment
The contact detail of the company alert mechanism	Tel: 0 (212) 371 07 29 e-mail: thy@etikhat.com
3.2. Supporting the Participation of the Stakeholders in the Corporation's Management	
Name of the section on the corporate website that demonstrates the internal regulation addressing the participation of employees on management bodies	There is not any section related to this.
Corporate bodies where employees are actually represented	Hava - İş Sendikası
3.3. Human Resources Policy	
The role of the board on developing and ensuring that the company has a succession plan for the key management positions	Board of Directors developing and ensuring necessary succession plan.
The name of the section on the corporate website that demonstrates the human resource policy covering equal opportunities and hiring principles. Also provide a summary of relevant parts of the human resource policy.	Career / Informing the Applicant, Investor Relations / Corporate Governance / Sustainability / Code of Ethics
Whether the company provides an employee stock ownership programme	Pay edindirme planı bulunmuyor (There isn't an employee stock ownership programme)
The name of the section on the corporate website that demonstrates the human resource policy covering discrimination and mistreatments and the measures to prevent them. Also provide a summary of relevant parts of the human resource policy.	Investor Relations / Corporate Governance / Sustainability / Code of Ethics
The number of definitive convictions the company is subject to in relation to health and safety measures	-
3.5. Ethical Rules and Social Responsibility	
The name of the section on the corporate website that demonstrates the code of ethics	Investor Relations / Corporate Governance / Sustainability / Code of Ethics
The name of the section on the company website that demonstrates the corporate social responsibility report. If such a report does not exist, provide the information about any measures taken on environmental, social and corporate governance issues.	Investor Relations / Corporate Governance / Sustainability, Environmental Policy
Any measures combating any kind of corruption including embezzlement and bribery	Rules about any kind of corruption including embezzlement and bribery are mentioned in the code of ethics. Also, the company has internal control mechanism.

4. BOARD OF DIRECTORS-I	
4.2. Activity of the Board of Directors	
Date of the last board evaluation conducted	There is no board evaluation.
Whether the board evaluation was externally facilitated	Hayır (No)
Whether all board members released from their duties at the GSM	Evet (Yes)
Name(s) of the board member(s) with specific delegated duties and authorities, and descriptions of such duties	There is no delegation.
Number of reports presented by internal auditors to the audit committee or any relevant committee to the board	36
Specify the name of the section or page number of the annual report that provides the summary of the review of the effectiveness of internal controls	Risk Management and Internal Control Mechanism
Name of the Chairman	Ahmet Bolat
Name of the CEO	Ahmet Bolat (Chairman of the Executive Committee) / Bilal Ekşi (General Manager)
If the CEO and Chair functions are combined: provide the link to the relevant PDP announcement providing the rationale for such combined roles	https://www.kap.org.tr/en/Bildirim/914357
Link to the PDP notification stating that any damage that may be caused by the members of the board of directors during the discharge of their duties is insured for an amount exceeding 25% of the company's capital	There is an executive liability insurance for the damages caused by the board members during their duties but the total insurance does not exceed 25% of the capital. The amount of insurance coverage is 10 Million US Dollars.
The name of the section on the corporate website that demonstrates current diversity policy targeting women directors	Investor Relations / Corporate Governance / Sustainability / Sustainability Policy
The number and ratio of female directors within the Board of Directors	1 - 11%

Composition of Board of Directors

Name, Surname of Board Member	Whether Executive Director Or Not	Whether Independent Director Or Not	The First Election Date To Board	Link To PDP Notification That Includes The Independency Declaration	Whether the Independent Director Considered By The Nomination Committee	Whether She/He is the Director Who Ceased to Satisfy The Independence or Not	Whether The Director Has At Least 5 Years' Experience On Audit, Accounting And/Or Finance Or Not
Ahmet Bolat	İcrada Görevli Değil (Non-executive)	Bağımsız üye değil (Not independent director)	27/01/2022		-	-	-
Mecit Eş	İcrada Görevli Değil (Non-executive)	Bağımsız üye değil (Not independent director)	29/03/2013		-	-	-
Bilal Ekşi	İcrada görevli (Executive)	Bağımsız üye değil (Not independent director)	21/10/2016		-	-	-
Murat Şeker	İcrada görevli (Executive)	Bağımsız üye değil (Not independent director)	26/03/2021		-	-	Evet (Yes)
Mehmet Kadaifçiler	İcrada görevli (Executive)	Bağımsız üye değil (Not independent director)	27/01/2022		-	-	-
Orhan Birdal	İcrada Görevli Değil (Non-executive)	Bağımsız üye değil (Not independent director)	09/06/2017		-	-	-

Melih Şükrü Ecertaş	İcrada Görevli Değil (Non-executive)	Bağımsız üye (Independent director)	31/03/2020	https://www.kap.org.tr/en/Bildirim/840001	Değerlendirildi (Considered)	Hayır (No)	Hayır (No)
Şekib Avdagiç	İcrada Görevli Değil (Non-executive)	Bağımsız üye (Independent director)	27/01/2022	https://www.kap.org.tr/en/Bildirim/1001428	Değerlendirildi (Considered)	Hayır (No)	Evet (Yes)
Fatmanur Altun	İcrada Görevli Değil (Non-executive)	Bağımsız üye (Independent director)	04/05/2018	https://www.kap.org.tr/en/Bildirim/766367	Değerlendirildi (Considered)	Hayır (No)	Hayır (No)

4. BOARD OF DIRECTORS-II	
4.4. Meeting Procedures of the Board of Directors	
Number of physical board meetings in the reporting period (meetings in person)	55
Director average attendance rate at board meetings	% 100
Whether the board uses an electronic portal to support its work or not	Evet (Yes)
Number of minimum days ahead of the board meeting to provide information to directors, as per the board charter	3
The name of the section on the corporate website that demonstrates information about the board charter	Investor Relations / Corporate Governance / Articles of Association
Number of maximum external commitments for board members as per the policy covering the number of external duties held by directors	There is not any policy related to this.
4.5. Board Committees	
Page numbers or section names of the annual report where information about the board committees are presented	Board of Directors and Committees
Link(s) to the PDP announcement(s) with the board committee charters	https://www.kap.org.tr/en/Bildirim/354773

Composition of Board Committees-I

Names Of The Board Committees	Name Of Committees Defined As "Other" In The First Column	Name-Surname of Committee Members	Whether Committee Chair Or Not	Whether Board Member Or Not
Kurumsal Yönetim Komitesi (Corporate Governance Committee)		Fatmanur Altun	Evet (Yes)	Yönetim kurulu üyesi (Board member)
Kurumsal Yönetim Komitesi (Corporate Governance Committee)		Orhan Birdal	Hayır (No)	Yönetim kurulu üyesi (Board member)
Kurumsal Yönetim Komitesi (Corporate Governance Committee)		Mehmet Kadaifçiler	Hayır (No)	Yönetim kurulu üyesi (Board member)
Kurumsal Yönetim Komitesi (Corporate Governance Committee)		Mehmet Fatih Korkmaz	Hayır (No)	Yönetim kurulu üyesi değil (Not board member)
Denetim Komitesi (Audit Committee)		Şekib Avdagiç	Evet (Yes)	Yönetim kurulu üyesi (Board member)
Denetim Komitesi (Audit Committee)		Melih Şükrü Ecertaş	Hayır (No)	Yönetim kurulu üyesi (Board member)
Riskin Erken Saptanması Komitesi (Committee of Early Detection of Risk)		Melih Şükrü Ecertaş	Evet (Yes)	Yönetim kurulu üyesi (Board member)
Riskin Erken Saptanması Komitesi (Committee of Early Detection of Risk)		Şekib Avdagiç	Hayır (No)	Yönetim kurulu üyesi (Board member)

4. BOARD OF DIRECTORS-III	
4.5. Board Committees-II	
Specify where the activities of the audit committee are presented in your annual report or website (Page number or section name in the annual report/website)	Assessment of the Board of Directors on the Effectiveness of Board Committees
Specify where the activities of the corporate governance committee are presented in your annual report or website (Page number or section name in the annual report/website)	Assessment of the Board of Directors on the Effectiveness of Board Committees
Specify where the activities of the nomination committee are presented in your annual report or website (Page number or section name in the annual report/website)	There is not a nomination committee in the company. Duties of this committee are held by corporate governance committee.
Specify where the activities of the early detection of risk committee are presented in your annual report or website (Page number or section name in the annual report/website)	Assessment of the Board of Directors on the Effectiveness of Board Committees
Specify where the activities of the remuneration committee are presented in your annual report or website (Page number or section name in the annual report/website)	There is not a remuneration committee in the company. Duties of this committee are held by corporate governance committee.
4.6. Financial Rights	
Specify where the operational and financial targets and their achievement are presented in your annual report (Page number or section name in the annual report)	Industry Developments
Specify the section of website where remuneration policy for executive and non-executive directors are presented.	Investor Relations / Corporate Governance / Remuneration Policy
Specify where the individual remuneration for board members and senior executives are presented in your annual report (Page number or section name in the annual report)	Financial Rights

Composition of Board Committees-II

Names Of The Board Committees	Name of committees defined as "Other" in the first column	The Percentage Of Non-executive Directors	The Percentage Of Independent Directors In The Committee	The Number Of Meetings Held In Person	The Number Of Reports On Its Activities Submitted To The Board
Kurumsal Yönetim Komitesi (Corporate Governance Committee)		% 50	% 25	1	1
Denetim Komitesi (Audit Committee)		% 100	% 100	4	4
Riskin Erken Saptanması Komitesi (Committee of Early Detection of Risk)		% 100	% 100	6	6

ANNEX – 3 : STATEMENT OF COMPLIANCE WITH SUSTAINABILITY PRINCIPLES

As the National Flag Carrier airline, our Incorporation which carries out all its activities considering social prosperity, social contribution and environmental awareness, pursuant to the Capital Markets Board (CMB) Communiqué on the Amendment of the "Corporate Governance Communiqué (II-17.1)" numbered II-17.1.a, has announced its Environmental, Social and Corporate Governance activities within the scope of the Sustainability Principles Compliance Framework which is attached to the communiqué in ways that the Information Form and Compliance Report format including the year 2021 data. The articles that are partially complied with by our Incorporation are Articles 47 and 48, and their justifications are given in the relevant parts of the report.

In line with the mission, vision and core values of our Incorporation; We evaluate our long-term goals and the risks and opportunities in achieving these goals within the framework of the priority issues we have determined by taking into account the legal regulations, global trends, the views and concerns of our stakeholders, broad-framed social expectations and our impact on the supply chain, and we create the roadmap of our sustainability strategy. With this roadmap, we aim to create value in the future by going beyond today's achievements in line with the four focal points we have determined as human, world, development and management functions. With our flexible and dynamic structure, our understanding based on honesty, transparency and accountability, we publicly share our performance in environmental, social, economic and corporate governance with all our stakeholders. We continue to be included in the BIST Sustainability Index since 2015, with our efforts and policies on sustainability. We will continue to pursue our activities with determination in accordance with the Sustainable Development Goals, appointed by the United Nations with its mission to ensure that all people live in peace and prosperity and to protect our world.

SUSTAINABILITY APPROACH AND INCORPORATION'S SUSTAINABILITY MANAGEMENT

Turkish Airlines, which has one of the youngest fleets in Europe with an average fleet age of 8.5 and a total of 370 aircraft, carries out its operations with a sense of responsibility towards the environment and society, while flying to the most countries in the world.

While the responsibility for their impact on the economy, environment and society rests with the Board of Directors and the Executive Committee, a Sustainability Committee was established in 2021, the members of which are Turkish Airlines Senior Executives. The Sustainability Committee carries out its activities in order to determine, review and continuously improve the sustainability management strategy, sustainability policy, short, medium and long-term sustainability targets, and to decide on improvement projects that will increase the sustainability performance of Turkish Airlines. Within the framework of the decisions taken at the Sustainability Committee meetings chaired by the General Manager, all of our relevant units plan their necessary work and carry out sustainability studies in that vein.

Adopting the principle of “continuous improvement”, we aim to go beyond compliance with the requirements while carrying out our activities. Accordingly, we participated in the IATA Environmental Assessment Management System Program (IATA Environmental Assessment - IEnvA) specially designed for airline companies by the International Air Transport Association (IATA), with a management model specific to airline companies in order to strengthen the ISO 14001 Environmental Management System which we have been implementing since 2013. We have successfully completed the audit conducted by an independent third party organization authorized by IATA. Turkish Airlines has become the first airline to

directly obtain the "Stage 2 Certificate", which is the highest level certificate in the IEnvA System and represents the highest level of IEnvA compliance.

With Turkey's ratification of the Paris Agreement and its commitment to net zero in carbon emissions until 2053, we are reconsidering our strategies, taking into account the global requirements and the expectations of our stakeholders. With the awareness that Sustainable Aviation Fuel (SAF) plays a key role in reducing carbon emissions caused by the aviation industry, we have started using SAF in our Istanbul Airport - Paris Charles De Gaulle route. We will be using the blend of this fuel, once a week in the first stage, to increasing frequencies and different destinations in the following processes. Thanks to the clean combustion realized with the use of sustainable aviation fuel; A reduction of up to 87% in greenhouse gas emissions will be achieved compared to the same amount of traditional kerosene fuel and it will contribute to the reduction of global greenhouse gas emissions.

With the awareness that the climate change is a global problem which can only be solved with global cooperation, so that we carry out our work in cooperation with many national and international organizations. In this context; We support sustainable aviation fuel research and development studies in order to reduce and eliminate the factors that may have an impact on climate change. Together with Boğaziçi University, we are running the "Microalgae Based Sustainable Bio-Jet Fuel Project (MICRO-JET)" supported by TUBITAK. Within the scope of the project, it is aimed to pilot production of synthetic bio-kerosene from microalgae using hydrotreated fatty acids and hydrothermal liquefaction methods. We will use this biofuel, which will be obtained from sustainable sources in 2022, in our flights after the engine tests to be carried out by Turkish Technic. With the biofuel to be obtained in this project, our Incorporation will be one of the rare global companies that use the cleanest type of biofuel accepted by IATA. The refinery, where the biojet fuel to be obtained for this project, will be the first carbon-negative integrated bio-refinery in Turkey and Europe when it starts operating at full capacity.

In addition to the emissions we aim to prevent with the projects we have developed and implemented, the management of emissions resulting from our activities is also important. In this direction; We report our greenhouse gas emissions in line with the requirements of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSA), European Union Emissions Trading System (EU_ETS), UK Emissions Trading Scheme (UK-ETS) and TS EN ISO 14064-1 "Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals". Our greenhouse gas calculations are verified annually by third-party independent verifiers.

Alongside the greenhouse gas emissions prevented by the studies we have conducted within the scope of fuel efficiency; We aim to implement the Voluntary Carbon Balancing Project in 2022, which we carry out to reduce our emissions. With this project, the emissions caused by our employees' mission flights will be neutralized by Turkish Airlines. Our passengers, on the other hand, will have the opportunity to neutralize the emissions from their flights with various offset projects on our website.

We transparently report our metrics regarding our governance structure, strategy, risk and opportunity management methods, budget and carbon emissions related to climate change, to institutional investors and the public. In this context; In 2021, we participated in the Carbon Disclosure Project (CDP) Climate Change Program, the world's most respected reporting platform on climate change which is a very important priority for our company and the sector in we operate. We transparently report our metrics related to our governance structure, strategy, risk and opportunity management methods, budget and carbon emissions related to climate change, to institutional investors and the public, and we are happy to receive a "B-" rating for our performance. We aim to continue our work in a way that will carry it forward in the future.

We aim to increase the scores we achieve by ensuring the continuity of participation in the performance evaluations of national and international indices and sustainability rating agencies, such as DJSI, FTSE4Good, MSCI, EcoVadis, Sustainalytics, TPI and Borsa Istanbul Sustainability Index, to which we participated voluntarily in previous years. As a result of these evaluations made by the world's leading rating agencies, our Incorporation succeeded in raising its scores, both on company basis and sector average, in 2021 compared to 2020. With the Sustainalytics ESG (environmental, social and governance) Risk Rating score, Our Incorporation; Ranked 1st in the lowest risk ranking, among 69 participants in the airline sub-sector, it achieved a sectoral success rate of 1%, which represents the lowest risk segment. Our Incorporation was deemed worthy of an award in the "Bronze" category by Ecovadis in 2021, aims to raise its scores to higher levels in the coming years with the works it plans to carry out.

We develop projects to prevent and reduce waste generation both at our campuses and inside the aircraft. We continue to carry out our in-cabin segregation practices at airports where technical means are available and on routes where flight times are sufficient; We aim to expand the scope of the in-cabin segregation application and we continue our feasibility studies in this direction.

With all travel and toy sets being offered without any plastic packaging, we prevent the use of millions of plastics on our flights. We offer headphones and blankets that our passengers may need on flights, in packages made of corn starch in accordance with the "TS EN 13432 Packaging-Recyclable packaging properties by biodegradation and composting" Standard. Although it has higher production costs compared to traditional plastic packaging; We prefer these packaging as it is a product that will contribute to the prevention of plastic waste generation at all points of our flight and increase the awareness of stakeholders on sustainability issues.

In addition to the use of biodegradable packaging; we aim to reduce the use of plastic in the products we offer. In this direction; Instead of plastic toys, we offer our child passengers wooden toys with the concept of "Play Natural", which are made of forest products certified by the "Forest Stewardship Council (FSC)". While the concept was being designed, opinions were received from psychiatrists and leading companies in the sector on the concept of wooden toy production. Kindergartens were also visited by us and the preferences of the children were taken into consideration. We carried out this project in cooperation with WWF (World Nature Conservation Foundation), in which we aimed to raise awareness in children from an early age in order to protect nature.

Our projects, consisting of biodegradable packaging and environmentally friendly toys, were awarded the "Gold" status in the "Sustainable Packaging Initiative" and "Children Wellness Initiative" categories in the Travel Plus "2021 Amenities Initiatives" competition; Our eco-friendly packaging received the "Best of Onboard Sustainability" award at the "2021 Onboard Hospitality" awards.

In order to reduce the amount of plastic waste, we evaluate the changes in the content of the products we offer to our passengers that will not adversely affect the satisfaction and comfort of our passengers, and we reduce the products containing plastic. In the last two years, we have prevented the use of 17,935,026 plastic bags with this method. The electronic headphones we offer to our passengers are sterilized and reused. Those that are broken and cannot be repaired are delivered to our licensed recycling company and iron, plastic and copper raw materials are recycled.

In our contracts, we include the Environmental Requirements that our Incorporation expects from its suppliers, and we expect our suppliers to fulfill these requirements. Thus, we aim to have our environmental policy impact our entire supply chain through our commercial partners.

Our partnership; It has been selected as the “Five Star Global Airline of the Year 2021” by APEX (Airline Passenger Experience Association), which is considered one of the most reliable and respected aviation organizations in the world. In addition to this award; We were also entitled to receive the "APEX World Class" award, which was presented for the first time, by evaluating sustainability, health safety, service quality and customer experience.

Turkish Cargo, on the other hand, took a very active role in the transportation of vaccines by preparing the necessary infrastructure for the transportation of Covid 19 vaccines without disrupting their cold chain. We became the first airline company to have IATA CEIV certificate in three different branches: health products, live animals and perishable products.

As Turkey's global air cargo brand, Turkish Cargo, in addition to our #MissionRescue project, which we have implemented for the protection of endangered species in cargo transportation; As the signatory of the "United for Wildlife Buckingham Palace Declaration (UFW)", which aims to prevent the illegal trade of wild animals supported by IATA and to increase sectoral awareness on this issue, we support the delivery of species that are in danger of extinction in the wild to their natural habitats.

Ensuring the female-male employee balance and the empowerment of women and in all areas is critical to accelerating sustainable development. In this context; We support the '25 by 2025' Women's Empowerment Project, which is a voluntary commitment initiated by the International Air Transport Association (IATA) and participated by IATA member airlines, to improve the representation of women in the aviation industry, and we are in the DGCA Gender Balance Development Commission. In the evaluation of candidates for technical job fields in the sector, we focus on individual competencies and qualifications, not gender, and increase the number of our female employees in these fields from year to year. With our 25% female manager ratio, we support the increase of representation of our female employees in management and technical roles, and we aim to increase our female representative ratio.

As the flag carrier of the Republic of Turkey and a global value, we go beyond our responsibility to respect human rights where applicable, by integrating our responsibility to respect human rights in all our activities, including passenger transportation, cargo transportation and education in all countries where we operate. In this context; We act within the framework of the international principles set forth in the Universal Declaration of Human Rights, the International Labor Organization's (ILO) Declaration of Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights, and national legislation regulating human rights and working life.

Conscious of the importance of stakeholder participation in improving our sustainability performance; evaluates the suggestions submitted through the Individual Suggestion System, which allows employees to share their suggestions; We implement projects that are feasible. And also; In order to activate the creative potential of our employees, which is the greatest value of our partnership, in sustainability issues and to increase their participation in innovation activities, we launched the "Innovative Ideas Focused on Sustainability" solution competition in January 2022. In this way, we aim to give our employees the opportunity to present, project and implement their valuable ideas.

“Platinum Award” in the sustainability report category with a total score of 99 out of 100 in 2020 in the LACP Spotlight Awards-Global Communications Competition, which is organized by the League of American Communications Professionals (LACP) and is considered one of the most outstanding global communication competitions in the world. Our Incorporation won three separate awards: the "Best Visual Design" award and the "Golden Award" in the corporate social responsibility report category; In 2021, it was awarded the "Golden Award" in the categories of sustainability report and corporate social responsibility report with a total of 98 points.

For a more livable World, we will continue to work non-stop to support social development in our country and at all our other flight destinations, while reducing our environmental impacts arising from our activities.

SUSTAINABILITY PRINCIPLES COMPLIANCE REPORT

A. General Principles		COMPLIANCE STATUS					EXPLANATION
A1. Strategy, Policies and Goals		Yes	Partially	No	Exempt	Irrelevant	
1	The Board of Directors determines ESG priority issues, risks and opportunities and establishes ESG policies accordingly.	X					
2	In terms of the effective implementation of these policies; In-partnership directives, business procedures etc. can be prepared. The Board of Directors takes decisions for these policies and declares to the public.	X					
3	Determines the Incorporation Strategy in accordance with the ESG policies, risks and opportunities.	X					
4	Determines the short and long term goals in line with the Incorporation strategy and ESG policies and declares to the public.	X					
A2. Implementation / Monitoring							
5	Determines and publicly discloses the committees / units responsible for the implementation of ESG policies.	X					
6	The responsible committee / unit reports the activities carried out within the scope of the policies to the Board of Directors at least once a year and in any case within the maximum periods determined for the public disclosure of the annual activity reports in the relevant regulations of the Board.	X					
7	Forms implementation and action plans in line with the determined short and long term targets and declares to the public.	X					
8	Determines the ESG Key Performance Indicators (KPI) and announces them on a yearly basis.	X					
9	In the presence of verifiable data, it presents KPIs with local and international sector comparisons.	X					
10	Announces the innovation activities that improve the sustainability performance for business processes or products and services.	X					
A3. Reporting							

11	Reports its sustainability performance, goals and actions at least once a year and makes it public.	X					
12	Announces the information on sustainability activities within the scope of the annual report.	X					
13	It is essential to share information that is important for stakeholders in terms of understanding the position, performance and development of the Incorporation in a direct and concise manner.	X					
14	It can declare detailed information additionally and data on the corporate website and prepare separate reports that directly meet the needs of different stakeholders.	X					
15	Takes maximum care in terms of transparency and reliability.	X					
16	Announces detachedly all kinds of development on the priority issues in disclosures and reporting within the scope of balanced approach.	X					
17	Gives information about which of the United Nations (UN) 2030 Sustainable Development Goals its activities are related to.	X					
18	Makes an explanation regarding the lawsuits filed and / or concluded against environmental, social and corporate governance issues.	X					

A4. Verification

19	If verified by independent third parties (independent sustainability assurance providers) declares its sustainability performance measurements to the public and endeavors to increase such verification processes.	X					
----	---	---	--	--	--	--	--

B. Environmental Principles

20	Announces the policies and practices, action plans, environmental management systems (known as the ISO 14001 standard) and programs in the field of environmental management.	X					
21	Complies with environmental laws and other relevant regulations and announces them.	X					
22	Announces the limitations regarding with the reporting conditions and data collecting process, reporting date, reporting period, boundary of the environmental report to be included in the report which is going to be prepared within the scope of Sustainability Principles.	X					

23	Announces the senior responsible individual, relevant committees and their duties in the Incorporation on the issue of environment and climate change.	X					
24	Announces the the incentives it offers for the management of environmental issues, including the achievement of objectives.	X					
25	Announces how environmental issues are integrated into business targets and strategies.	X					
26	Announces the sustainability performances for business processes or products and services and the activities to improve this performance.	X					
27	Announces how it manages environmental issues along the Incorporation value chain and integrates suppliers and customers into its strategies, not just in terms of direct operations.	X					
28	Whether it is involved in policy-making processes in environmental issues (sectoral, regional, national and international), announces the cooperations it has made with the associations, related organizations and non-governmental organizations it is a member of on the subject of environment and if any, the duties it has taken and the activities it supports.	X					
29	In the light of environmental indicators (Greenhouse gas emissions (Scope-1 (Direct), Scope-2 (Energy indirect), Scope-3 (Other indirect) 1), air quality, energy management, water and wastewater management, waste management, biodiversity impacts) reports periodically comparable information on its environmental impacts.	X					
30	Describes the standard, protocol, methodology and base year details used to collect and calculate its data.	X					
31	Describes the status of the environmental indicators for the reporting year (increase or decrease) in comparison with previous years.	X					
32	Sets short and long-term goals to reduce their environmental impact and announces these goals. It is recommended that these goals should be determined based on Science as suggested by the United Nations Conference of the Parties on Climate Change.	X					
33	If there is progress in the reporting year according to the targets set before, it provides information on the subject.	X					

34	Announces the strategy and actions to combat the climate crisis.	X					
35	Describes the program or procedures for preventing or minimizing the potential negative impact of the products and / or services it offers; announces the actions of third parties to reduce greenhouse gas emissions.	X					
36	Announces the actions taken to reduce its environmental impacts, the total number of projects and initiatives carried out and the environmental benefits / profits and cost savings they provide.	X					
37	Reports the total energy consumption data (excluding raw materials) and explains the energy consumption as Scope-1 and Scope-2.	X					
38	Provides information on electricity, heat, steam and cooling generated and consumed in the reporting year.	X					
39	Conducts studies on increasing the use of renewable energy, transition to zero or low carbon electricity and explains these studies.	X					
40	Announces the renewable generation of energy and the usage data.	X					
41	Runs energy efficiency projects and announces the amount of energy consumption and emission reduction by means of these studies.	X					
42	Reports the amount of water withdrawn, used, recycled and discharged from underground or above ground, its sources and procedures (Total water withdrawal by source, water sources affected by water withdrawal; percentage and total volume of recycled and reused water, etc.).					X	Our Incorporation uses the mains line for clean water supply and wastewater discharge, and the actual water consumption amounts are included in the Environment sections of our Sustainability Reports and Performance Indicators Tables. (2020 Sustainability Report, Page 60). https://investor.turkishairlines.com/tr/corporate-management/sustainability
43	Announces whether the operations or activities are included in any carbon pricing system (Emission Trading System, Cap & Trade or Carbon Tax).	X					
44	Announces the carbon credit information accumulated or purchased during the reporting period.	X					
45	Announces the details if carbon pricing is applied within the Incorporation.					X	Carbon pricing is not applied within the Incorporation.
46	Announces all compulsory and voluntary platforms where it discloses environmental information.	X					

C.Social Principles

C1. Human Rights and Employee Rights

47	Establishes the Corporate Human Rights and Employee Rights Policy in which full compliance with the legal framework and legislation regulating the human rights and business life in Turkey , the Universal Declaration of Human Rights , ILO Conventions that Turkey committed to implement is committed .		x			<p>As the flag bearer of the State of the Republic of Turkey and a global value, while carrying out our activities, we comply with the international principles set forth in the Universal Declaration of Human Rights, the International Labor Organization's (ILO) Declaration of Fundamental Principles and Rights at Work and the United Nations Guiding Principles on Business and Human Rights. We act within the framework of national legislation regulating human rights and working life.</p> <p>(OUR WORK ON HUMAN RIGHTS, 2020 Sustainability Report, pages 114-115) https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>The preparation process of our Human Rights Policy has been completed. It will be released to the public in 2022.</p> <p>HUMAN RESOURCES POLICY, BOARD OF DIRECTORS ACTIVITY REPORT FOR THE PERIOD JANUARY 1 – DECEMBER 31, 2020, Page 29 https://investor.turkishairlines.com/documents/boards-activity-report/4q2020-boards-activity-report-06012022.pdf</p> <p>Our Incorporation is determined to ensure compliance with all aviation-related regulations and national legislation stipulated in our Compliance Policy. As Turkish Airlines, we believe that compliance with the legislation, beyond being bound by laws and regulations, always includes reflecting the spirit of our Code of Ethics in all our decisions and actions.</p> <p>(COMPLIANCE WITH LEGISLATION, 2020 Sustainability Report page 87) https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p>
----	---	--	---	--	--	---

48	Discloses the policy in question and the roles and responsibilities associated with its implementation.	X				<p>The duties and responsibilities of the Incorporation and its employees, as well as the rules regarding the employees regarding compliance with the law, the enforcement of the laws within the Incorporation, and the violation of human rights, are defined in our Code of Ethics Handbook. Our Code of Ethics Handbook is declared open to public access under the heading "Ethical Values" in the Corporate Governance tab of the Turkish Airlines Investor Relations website, under the Sustainability section. https://investor.turkishairlines.com/tr/corporate-management/sustainability</p> <p>The preparation process of our Human Rights Policy has been completed. It will be released to the public in 2022. Adoption of ethical principles and values in partnership; We have an Ethics Committee, consisting of four board members and a board chairman, in order for all employees to demonstrate an ethical approach parallel to the corporate culture in the working environment. (2020 Sustainability Report, Page 38) https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>HUMAN RESOURCES POLICY, ACTIVITY REPORT OF THE BOARD OF DIRECTORS FOR THE PERIOD JANUARY 1 – DECEMBER 31, 2020, Page. 29 https://investor.turkishairlines.com/documents/boards-activity-report/4q2020-boards-activity-report-06012022.pdf</p>
49	Provides equal opportunity in recruitment processes.	X				
50	Considering the supply and value chain effects, it includes fair workforce, improvement of labor standards, women's employment and inclusion (such as non-discrimination on women,men,gender, religious belief, language, ethnicity, race, age, disability, refugee etc.) in its policies.	X				
51	Announces the measures taken along the value chain for the protection of groups vulnerable to certain economic, environmental, social factors (low-income groups, women, etc.) or minority rights / equality of opportunity.	X				
52	Reports developments regarding discrimination, inequality, human rights violations, forced labor and preventive and corrective practices.	X				
53	Announces the regulations for not employing child labor.	X				
54	Announces policies regarding investment in employees (training, improvement policies), compensation, vested benefits, right to unionize, work / life	X				

	balance solutions and talent management.						
55	Determines dispute resolution processes by creating mechanisms for employee complaints and dispute resolution.	X					
56	Regularly announces the activities carried out to ensure employee satisfaction.	X					
57	Establishes occupational health and safety policies and declares to the public.	X					
58	Announces precautions taken to prevent occupational accidents and protect health and accident statistics.	X					
59	Kişisel verilerin korunması ve veri güvenliği politikalarını oluşturur ve kamuya açıklar.	X					
60	Establishes an ethical policy (including works such as business, business ethics, compliance processes, advertising and marketing ethics, open information etc.) and declares to the public.	X					
61	Announces the work within the scope of social investment, social responsibility, financial inclusion and access to finance.	X					
62	Organizes information meetings and training programs for employees on ESG policies and practices.	X					

C2. Stakeholders, International Standards and Initiatives

63	Carries out its activities in the field of sustainability by taking into account the needs and priorities of all stakeholders (employees, customers, suppliers and service providers, public institutions, shareholders, society and non-governmental organizations, etc.).	X					
64	Regulates and publicly discloses a customer satisfaction policy regarding the management and resolution of customer complaints.	X					
65	Conducts stakeholder communication continuously and transparently; announces which stakeholders, for what purpose, on what issue and how often it communicates and the developments in sustainability activities.	X					
66	Publicly discloses the international reporting standards it has adopted (Carbon Disclosure Project (CDP), Global Reporting Initiative (GRI), International Integrated Reporting Council (IIRC), Sustainability Accounting Standards Board (SASB), Task	X					

	Force on Climate-Related Financial Disclosures (TCFD) etc.)						
67	Announces the international organizations or principles of which it is a signatory or member (Equator Principles, United Nations Environment Programme Finance Initiative (UNEP-FI), United Nations Global Principles (UNGC), United Nations Principles for Responsible Investment (UNPRI) etc.),the international principles it has adopted (such as the International Capital Markets Association (ICMA) Green / Sustainable Bond Principles) to the public.	X					
68	Makes concrete efforts to be included in Borsa Istanbul Sustainability Index and international sustainability indices (Dow Jones Sustainability Index, FTSE4Good, MSCI ESG Indices, etc.)	X					
D. Corporate Governance Principles							
69	Exerts maximum effort to comply with all Corporate Governance principles as well as the mandatory Corporate Governance principles within the scope of the Capital Markets Board Corporate Governance Communiqué numbered II-17.1.	X					
70	Takes into account the sustainability issue, the environmental impacts of its activities and the principles in this regard while determining its corporate governance strategy.	X					
71	As stated in the Corporate Governance Principles, it takes the necessary measures to comply with the principles regarding the stakeholders and to strengthen the communication with the stakeholders.	X					
72	Applies to the opinions of stakeholders in determining measures and strategies in the field of sustainability.	X					
73	Works on raising awareness about sustainability and its importance through social responsibility projects, awareness activities and trainings.	X					
74	Strives to become a member of international standards and initiatives on sustainability and to contribute to studies.	X					
75	Announces the policies and programs for anti-bribery and anti-corruption in terms of the principle of tax integrity.	X					

SUSTAINABILITY PRINCIPLES INFORMATION FORM

A. General Principles

A1. Strategy, Policies and Goals

1	The Board of Directors determines ESG priority issues, risks and opportunities and establishes ESG policies accordingly.	<p>MATERIAL ISSUES,2020-2021 Material Sustainability Issues Matrix, 2020 Sustainability Report, Pages 27,28</p> <p>RISK MANAGEMENT, Risk Management Strategy, 2020 Sustainability Report, Page 37</p> <p>CORPORATE GOVERNANCE, Early Identification of Risks Committee, 2020 Sustainability Report, Page 35</p> <p>https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>C1.GOVERNANCE, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Pages 5,6</p> <p>C2.RISKS AND OPPORTUNITIES, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Pages 13-31</p> <p>https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>FINANCIAL RISK MANAGEMENT, Turkish Airlines 2021 Annual Report</p> <p>Our policies are disclosed to the public both on the Turkish Airlines corporate website and on the Turkish Airlines Investor Relations website, under the Corporate Governance tab of the website, as well as our Sustainability and Annual Annual Reports.</p> <p>https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>https://investor.turkishairlines.com</p> <p>https://www.turkishairlines.com/en-tr/press-room/about-us/our-policy/index.html</p> <p>Along with its general mission and strategy, our Incorporation determines its material issues by taking into account the legal regulations, global trends, the views and concerns of our stakeholders, broad social expectations and its effects on the supply chain. Our ways of doing business are constantly being revised as we look beyond today’s gains and invest in the future, guided by a sustainability strategy built around seizing opportunities while mitigating potential risks that might arise from economic, environmental and social developments. We will continue to work for a better future for younger generations with our agile and dynamic organization and a business approach that is based on integrity, transparency and accountability. In the coming years, we will continue to update our material issues in line with global developments and feedback from our stakeholders. All the work we have carried out in the light of our sustainability policies and material issues will be discussed in detail in our 2021 Sustainability Report.</p>
---	--	---

<p>2</p>	<p>In terms of the effective implementation of these policies; In-partnership directives, business procedures etc. can be prepared. The Board of Directors takes decisions for these policies and declares to the public.</p>	<p>While the responsibility for Turkish Airlines’ impacts on the economy, environment and society rests with the Board of Directors and the Executive Committee, a Sustainability Committee was established in 2021, the members of which are Turkish Airlines Senior Executives. The Sustainability Committee carries out its activities in order to determine, review and continuously improve the sustainability management strategy, sustainability policy, short, medium and long-term sustainability targets, and to decide on improvement projects that will increase the sustainability performance of Turkish Airlines. (CORPORATE SUSTAINABILITY MANAGEMENT, Turkish Airlines Sustainability Committee, 2020 Sustainability Report, Page 22) https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>Our Incorporation's policies in the field of ESG are publicly available on the Corporate Governance tab of our Investor Relations page on the Turkish Airlines corporate website in addition to our Sustainability and Annual Reports. In order to effectively implement and support the published policies within the Incorporation, in-house procedures, instructions and announcements are prepared and announced to all employees of the Incorporation.</p> <p>OUR POLICIES:</p> <p>Sustainability Policy: https://investor.turkishairlines.com/documents/sustainability/sustainability-policy-eng(1).pdf</p> <p>Environmental Policy: https://investor.turkishairlines.com/en/corporate-governance/environmental-policy</p> <p>Public Disclosure Policy: https://investor.turkishairlines.com/en/corporate-governance/public-disclosure-policy</p> <p>Human Resources Policy: https://investor.turkishairlines.com/documents/boards-activity-report/4q2020-boards-activity-report-06012022.pdf</p> <p>Code of Ethics: https://investor.turkishairlines.com/documents/sustainability/etik_degerler_en.pdf</p> <p>Dividend Policy: https://investor.turkishairlines.com/en/corporate-governance/dividend-policy</p> <p>Donation Policy: https://investor.turkishairlines.com/en/corporate-governance/donation-policy</p> <p>Remuneration Policy: https://investor.turkishairlines.com/en/corporate-governance/remuneration-policy</p> <p>Quality Policy: https://www.turkishairlines.com/en-tr/press-room/about-us/our-policy/index.html</p> <p>Security Policy: https://www.turkishairlines.com/en-tr/press-room/about-us/our-policy/index.html</p> <p>Occupational Health and Safety Policy: https://www.turkishairlines.com/en-tr/press-room/about-us/our-policy/index.html</p> <p>Training Policy: https://www.turkishairlines.com/en-tr/press-room/about-us/our-policy/index.html</p> <p>Customer Satisfaction Policy: https://www.turkishairlines.com/en-tr/press-room/about-us/our-policy/index.html</p> <p>Energy Policy: https://www.turkishairlines.com/en-tr/press-room/about-us/our-policy/index.html</p> <p>Information Security Policy: https://www.turkishairlines.com/en-tr/press-room/about-us/our-policy/index.html</p>
----------	---	---

<p>3</p>	<p>Determines the Incorporation Strategy in accordance with the ESG policies, risks and opportunities.</p>	<p>A roadmap of our sustainability strategy has been created by evaluating our long-term goals and the risks and opportunities in achieving these goals, within the framework of material issues that we have determined in line with the mission, vision and core values of our partnership, taking into account the expectations of our stakeholders.</p> <p>With this roadmap, four focal points have been determined as People, Planet, Prosperity and Governance Function. We consider a holistic view to our possible impacts regarding People, Planet, Prosperity and Governance Function. We work to satisfy the expectations of our employees, customers, suppliers, affiliates, all business partners and shareholders with an effective risk management. We aim to create a value for the future by passing through beyond today's achievements with our understanding of business excellence and innovativeness in light of the global trends.</p> <p>SUSTAINABILITY MANAGEMENT, Turkish Airlines 2021 Annual Report MATERIAL ISSUES, 2020 Sustainability Report, Page 27 CORPORATE SUSTAINABILITY MANAGEMENT, 2020 Sustainability Report, Page 23 MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS, 2020 Sustainability Report, Pages 6,7 OUR SUSTAINABILITY STRATEGY, 2020 Sustainability Report, Page 24 SUSTAINABILITY POLICY, 2020 Sustainability Report, Pages 25,26 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>C3.BUSINESS STRATEGY, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Pages 33-36 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>OUR SUSTAINABILITY STRATEGY, Presentations, 9M'21 RESULTS SUMMARY, Page 29 https://investor.turkishairlines.com/documents/sunumlar/ir-presentation-3q21tr.pdf</p>
-----------------	--	--

<p>4</p>	<p>Determines the short and long term goals in line with the Incorporation strategy and ESG policies and declares to the public.</p>	<p>C2.RISKS AND OPPORTUNITIES, C2.1a Short-, Medium- and Long-term Time Horizons, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Pages 9,13-15</p> <p>C4.TARGETS AND PERFORMANCE, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Pages 38-45 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>SHORT-TERM GOALS: 2020 ENVIRONMENTAL PERFORMANCE AND FUTURE TARGETS, 2020 Sustainability Report, Pages 50-51 SUSTAINABLE BIO-FUELS, 2020 Sustainability Report, Page 72 FLEET MODERNIZATION, 2020 Sustainability Report, Page 73 PERFORMANCE AND TARGETS, 2020 Sustainability Report, Pages 77-78 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>LONG-TERM GOALS: SUSTAINABLE DEVELOPMENT GOALS (SDGS) MAP, 2020 Sustainability Report, Pages 29,30 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>PROJECTIONS ABOUT THE INCORPORATION, 1 JULY – 30 SEPTEMBER 2021 BOARD ACTIVITY REPORT, Page 21 https://investor.turkishairlines.com/documents/boards-activity-report/board-activity-report-3q2021-eng-v3.pdf</p> <p>We aim to develop and maintain our sustainability efforts in line with the United Nations Sustainable Development Goals, by integrating them into every field we operate. In addition to this, as a member, Turkish Airlines adopts The International Air Transport Association’s (IATA) targets which are aimed to reduce carbon emissions from aviation and works with dedication to achieve these targets. Adopting the principles of transparency, justice, responsibility and accountability in all of its activities, our Incorporation will continue to work to ensure that brand targets and values are adopted by its stakeholders and will continue to develop collaborations in line with its vision of adding value to its stakeholders by continuing to develop good governance practices. Our targets, in the field of Environment 32th and 33rd and in the Social field are mentioned in Article 51st and detailed information will be disclosed in our 2021 Sustainability Report as open to public access.</p>
----------	--	---

A2. Implementation / Monitoring

5	Determines and publicly discloses the committees / units responsible for the implementation of ESG policies.	<p>In order to leave a more livable world to future generations, we integrate our sustainability approach into our business models, and we work to extend the policies in this field to all units of our Incorporation, from the management level to the lowest level, with our in-house structuring. Focusing on a sustainable, transparent and accountable management approach, our Incorporation established the Sustainability Committee in 2021, composed of Turkish Airlines Senior Management. The Sustainability Committee, that hold the meetings at the helm of the General Manager, aims to create a value by ensuring the execution of the dimensions of economic, social and environmental sustainability within a linked loop which are run in different processes at our Incorporation.</p> <p>C1.GOVERNANCE, C1.1b Board’s oversight of climate-related issues, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 7 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>CORPORATE SUSTAINABILITY MANAGEMENT, Turkish Airlines Sustainability Committe, 2020 Sustainability Report, Page 22 2020 DEVELOPMENTS, Budget For Sustainability Studies, 2020 Sustainability Report, Page 56 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>SUSTAINABILITY MANAGEMENT, Turkish Airlines 2021 Annual Report</p>
6	The responsible committee / unit reports the activities carried out within the scope of the policies to the Board of Directors at least once a year and in any case within the maximum periods determined for the public disclosure of the annual activity reports in the relevant regulations of the Board.	<p>Sustainability Committee convenes at least once every quarter of the year, additionally it reconvenes in the cases where important issues arise regardless of time. In general, it convenes at least 4 times a year and General Manager chairs the Sustainability Committee meetings. At Turkish Airlines, all environmental issues are managed by the Quality Assurance Department, which is directly affiliated with the General Manager. Environmental Management Review Meetings are held regularly with the participation of senior management and Vice President Quality Assurance.</p> <p>C1.GOVERNANCE, C1.1b Board’s oversight of climate-related issues, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 7 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>CORPORATE SUSTAINABILITY MANAGEMENT, Turkish Airlines Sustainability Committee, 2020 Sustainability Report, Page 22 ENVIRONMENTAL MANAGEMENT, 2020 Sustainability Report, Page 53 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>SUSTAINABILITY MANAGEMENT, Turkish Airlines 2021 Annual Report</p>

<p>7</p>	<p>Forms implementation and action plans in line with the determined short and long term targets and declares to the public.</p>	<p>C3.BUSINESS STRATEGY, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Pages 33-36 C2.RISKS AND OPPORTUNITIES, C2.1a Short, Medium and Long-Term Time Horizons, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Pages 14-15 C2.RISKS AND OPPORTUNITIES, C2.2a Organization's Climate-Related Risk Assessments, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Pages 19-22 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>CORPORATE SUSTAINABILITY MANAGEMENT, MATERIAL ISSUES MATRIX, 2020 Sustainability Report, Pages 23,28 OUR STRATEGIC PRIORITIES, 2020 Sustainability Report, Pages 16,17 SUSTAINABLE DEVELOPMENT GOALS (SDGS) MAP, 2020 Sustainability Report, Pages 29,30 2020 ENVIRONMENTAL PERFORMANCE AND FUTURE TARGETS, 2020 Sustainability Report, Pages 50,51 OUR ACTIONS, 2020 DEVELOPMENTS, 2020 Sustainability Report, Pages 55,56 RESOURCE EFFICIENCY, 2020 Sustainability Report, Page 58 OUR ACTIONS TO COMBAT WITH CLIMATE CHANGE, 2020 Sustainability Report, Page 68 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>SUSTAINABILITY MANAGEMENT, Turkish Airlines 2021 Annual Report</p> <p>Our targets and practices in the field of Environment 26th, 32nd, 34th and 35th; 51th., 61st and 73rd to our targets and practices in the Social field; our targets and practices in the field of Governance are mentioned in Articles 54th, 55th, 56, 63rd, 69th and 70th and detailed information regarding the activities carried out in line with these goals will be disclosed to the public in our 2021 Sustainability Report.</p>
<p>8</p>	<p>Determines the ESG Key Performance Indicators (KPI) and announces them on a yearly basis.</p>	<p>MATERIAL ISSUES PERFORMANCE TABLE, 2020 Sustainability Report, Pages 12-15 2020 ENVIRONMENTAL PERFORMANCE AND FUTURE TARGETS, 2020 Sustainability Report, Pages 50,51 FUEL CONSUMPTION AND GREENHOUSE GAS EMISSION VALUES, 2020 Sustainability Report, Pages 77 FUEL AND GREENHOUSE GAS SAVING AMOUNTS, 2020 Sustainability Report, Page 78 2020 EMISSIONS, 2020 Sustainability Report, Page 79 FINANCIAL PERFORMANCE, 2020 Sustainability Report, Page 41 AVIATION ACADEMY FIGURES 2020, Training Hours Per Personnel, 2020 Sustainability Report, Page 105 AVIATION ACADEMY, FIGURES 2020, 2020 Sustainability Report, Page 106 2013-2020 PERFORMANCE, 2020 Sustainability Report, Page 108 PERFORMANCE TABLES, 2020 Sustainability Report, Page 118 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>Indicators of our environmental, social and governance performance are included in the Environmental, Social and Sustainability Management sections of our Sustainability Reports, and current data will be made available to the public in our 2021 Sustainability Report.</p>

<p>9</p>	<p>In the presence of verifiable data, it presents KPIs with local and international sector comparisons.</p>	<p>COMBATING CLIMATE CHANGE, 2020 Sustainability Report, Page 66 COMMITMENTS AND TARGETS, 2020 Sustainability Report, Page 67 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>MANAGEMENT OF GREEN HOUSE GAS EMISSIONS, Turkish Airlines 2021 Annual Report CORSIA draft to which 107 countries participated as of January 1, 2022 adopts the approach of comparing the total amount of annual CO2 emission with the amount of emissions realized in the base year. In determining the offset requirement for the difference/gap after the comparison, sectoral and individual growth factors will be calculated as of 2021. The sectoral growth rates calculated by the International Civil Aviation Organization (ICAO) are determined by looking at the emissions of all operators that are parties to the CORSIA, the sectoral growth factor percentage changes every year depending on the growth rate of the sector. The individual growth factor calculated by the country authorities is calculated by taking the carbon emission value of only one operator as a reference. Implementation rules have been determined in accordance with the Implementation Instruction for International Aviation Carbon Equalization and Reduction Scheme (SHT-CORSIA) published by the T.R. Ministry of Transport and Infrastructure General Directorate of Civil Aviation. https://web.shgm.gov.tr/documents/sivilhavacilik/files/mevzuat/sektorel/talimatlar/2020/SHT-CORSIA.PDF</p> <p>FLEET MODERNIZATION- Turkish Airlines is the 9th largest airline company in terms of fleet size among airlines carrying passengers as of the end of 2021 with its 370 aircraft. Among the top 10 airlines in terms of fleet size, with an average fleet age of 8.5, Turkish Airlines is the 4th airline company. As of the end of 2021, Turkish Airlines has 75 new generation aircrafts which are fuel-efficient, more environmentally friendly, and save an average of 15% fuel compared to the equivalent aircraft, and regarding the fleet size, it is the airline with the highest rate of new generation aircraft among the 10 largest airline companies in the world.</p> <p>IEnvA- In line with the principle of "Continuous improvement" that we have adopted, we aim to go beyond compliance with the requirements while carrying out our activities. In this direction; We strengthened the ISO 14001 Environmental Management System, which we have been implementing since 2013, with a management model specific to the aviation industry in 2020, we participated to the IATA Environmental Assessment-IEnvA Management System Program, which was specially designed by the International Air Transport Association (IATA) for airline companies. We have successfully completed the audit conducted by an independent third-party organization authorized by IATA and have earned the IEnvA Program Stage 2 certification which is the highest level certificate of the program. Turkish Airlines became the first airline to directly obtain the "Stage 2 Certificate", which is the highest level certification in the IEnvA System (ENVIRONMENTAL MANAGEMENT SYSTEMS, Turkish Airlines 2021 Annual Report) IEnvA Stage 2 certificate represents the highest level of IEnvA compliance. Airline companies with Stage 2 certification, implement all components of the environmental management system in addition to the basic components applied in Stage 1 and are subject to 3rd Party audits within the scope of all components. IEnvA Stage 2 requirements necessitate the airline company to continually improve its environmental performance. The list of airline companies with IEnvA Certificate is shared on IATA's website. https://www.iata.org/en/programs/environment/environmental-assessment/ienva/</p>
----------	--	--

<p>10</p>	<p>Announces the innovation activities that improve the sustainability performance for business processes or products and services.</p>	<p>SUSTAINABLE DEVELOPMENT GOALS (SDGS) MAP, 2020 Sustainability Report, Pages 29,30 TURKISH CARGO, TIACA Air Cargo Sustainability Program, 2020 Sustainability Report, Page 45 INNOVATION AND ENTREPRENEURSHIP, 2020 Sustainability Report, Page 47 DEVELOPMENT OF INNOVATION CULTURE AND PROMOTION OF EMPLOYEE ENGAGEMENT, 2020 Sustainability Report, Page 99 WE INVEST IN NEW TECHNOLOGY, 2020 Sustainability Report, Pages 71-76 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>CORPORATE INNOVATION, Turkish Airlines Annual Report 2021 CORPORATE DEVELOPMENT AND INFORMATION TECHNOLOGIES, DIGITAL INNOVATION EFFORTS, Turkish Airlines 2021 Annual Report</p> <p>As one of the biggest player in the air transportation sector, we have started the preparations for the "Innovative Ideas Based on Sustainability Solutions Competition" in 2021, where our employees can share their innovative ideas. We will launch our competition at our Corporate Innovation Platform with the cooperation and contributions of our divisions in 2022. We aim to further improve our current processes, to meet the expectations of our relevant parties, and to raise our sustainability performance even higher, with the projects we will implement as a result of our solution competition. This competition is a platform for our employees to share their suggestions and projects related with all components of sustainability. Our Corporate Innovation System is designed to process all internal and external innovation resources and turn them into output. This system is composed of the combination of many activities that complement each other. We will continue to implement projects along with our internal and external stakeholders to increase customer satisfaction, in addition to improving internal processes within the scope of digital transformation and innovation studies. Detailed information about our 2021 innovative projects, which reflect our responsibility towards nature and future generations regarding sustainability, will be available to the public via our 2021 Sustainability Report.</p>
<p>A3. Reporting</p>		
<p>11</p>	<p>Reports its sustainability performance, goals and actions at least once a year and makes it public.</p>	<p>Our Incorporation shares its sustainability performance and future plans with its stakeholders through its annual Sustainability Reports each year. We consider the sustainability reporting as an essential tool to evaluate our activities including non-financial criteria and to present the value we create from a holistic perspective. From this point of view, our Incorporation regularly publishes the Sustainability Report, which it first published in 2015, each year to share its sustainability performance and future plans with its stakeholders. Besides, we participated in the Carbon Disclosure Project (CDP) Climate Change Program in 2021, the world's most respected reporting platform on climate change, which is a very important issue for our Company and the sector in which we operate. We have transparently reported our governance structure, strategy, risk and opportunity management methods, our budget for relevant actions and our metrics for carbon emissions in respect to climate change, to institutional investors and to the public.</p> <p>ABOUT THE REPORT, 2020 Sustainability Report, Page 3 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>SUSTAINABILITY MANAGEMENT, Turkish Airlines 2021 Annual Report</p>

		<p>Turkish Airlines, one of the leading companies that shape sustainability in the aviation industry, will continue to systematically carry out its sustainability efforts in 2022 as well and will continue to publish its Sustainability performance, goals and actions through its Sustainability Report and the Carbon Disclosure Project (CDP) Report.</p> <p>Public access to the Sustainability Reports published by our Incorporation every year and Carbon Disclosure Project (CDP) Report published in 2021, is available at the link the link of the Turkish Airlines Investor Relations website. https://investor.turkishairlines.com/en/corporate-governance/sustainability</p>
12	Announces the information on sustainability activities within the scope of the annual report.	<p>SUSTAINABILITY MANAGEMENT, Turkish Airlines 2021 Annual Report STATEMENT OF COMPLIANCE WITH SUSTAINABILITY PRINCIPLES, Sustainability Principles Compliance Report and Information Form, Turkish Airlines 2021 Annual Report</p> <p>Turkish Airlines Annual Report has been prepared based upon the “Comply or Explain” principle of the Sustainability Principles Compliance Framework, which entered into force on October 2, 2020 with the amendment made to the Corporate Governance Communiqué by the Capital Markets Board of Turkey. Incorporation refers to the explanations within the scope of the Sustainability Principles Compliance Framework at Annual Report and it includes whether the sustainability principles are applied or not, and if not, a justified statement regarding this is included.</p>
13	It is essential to share information that is important for stakeholders in terms of understanding the position, performance and development of the Incorporation in a direct and concise manner.	<p>Turkish Airlines uses various channels to engage with its internal stakeholders including shareholders/financial partners/investors and employees as well as external stakeholders including government, certification bodies, business partners, customers, suppliers, communities, NGOs and academic institutions. In addition to the key material topics, aspect boundaries and stakeholder engagement pathways as well as the frequency of our engagement and matters engaged upon are included in our Sustainability Reports.</p> <p>ENGAGING WITH STAKEHOLDERS, 2020 Sustainability Report, Page 32 COMMUNICATION WITH SHAREHOLDERS, 2020 Sustainability Report, Page 36 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf GENERAL ASSEMBLY MINUTES OF THE MEETINGS https://investor.turkishairlines.com/en/corporate-governance/general-assembly</p> <p>Our Sustainability Reports, Annual Reports, Financial Reports and Quarterly Final Disclosures on the Turkish Airlines Investor Relations page under the "Financial and Operational Data" and "Corporate Governance" tabs and Material Disclosures are publicly available through the Public Disclosure Platform. Important statements are shared with the public synchronously in Turkish and English via various channels. https://investor.turkishairlines.com/en</p>

14	It can declare detailed information additionally and data on the corporate website and prepare separate reports that directly meet the needs of different stakeholders.	In addition to our Sustainability Reports, Annual Reports and Financial Reports on the Turkish Airlines Investor Relations Page, Investor Information Presentations, Information on Corporate Governance, Press Bulletins, Stock Market Disclosures, Stock Information and Policies are publicly disclosed. https://investor.turkishairlines.com/en
15	Takes maximum care in terms of transparency and reliability.	<p>As Turkish Airlines, we adopt a transparent and participatory approach. We take into consideration the opinions and concerns of our stakeholders and broad-based public expectations while determining our material issues, which are basic constituents of our sustainability program. We share our objectives and actions, which are shaped within the axis of our material issues, and our annual progress, with all our stakeholders and the public through our reports. In this direction, we updated our 2020-2021 Material Sustainability Issues Matrix which was shaped by the opinions of all our internal and external key stakeholders. We present the MATERIAL SUSTAINABILITY ISSUES MATRIX and the THE PROCESS OF DETERMINING MATERIAL ISSUES in our Material Issues Section of our report, and we also present our activities during the reporting year and our objectives for the coming year in other relevant performance sections annually. Besides, Turkish Airlines is conducting transparent and effective 'Public Disclosure Policy' within the scope of Generally Accepted Accounting Principles (GAAP) and Capital Market Legislation (CML). In all of our actions we are fully aware of responsibilities that come along with being one of the biggest publicly traded company in Borsa Istanbul. The main purpose of 'Public Disclosure Policy' is to disclose the Company's performance and future expectations with the Capital Markets Participants accurately, fairly, in a punctual and an understandable manner.</p> <p>MATERIAL ISSUES, 2020 Sustainability Report, Pages 27,28 CORPORATE GOVERNANCE, COMMUNICATION WITH SHAREHOLDERS, 2020 Sustainability Report, Pages 34-36 ENGAGING WITH STAKEHOLDERS , 2020 Sustainability Report, Pages 31,32 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>TURKISH AIRLINES INC. PUBLIC DISCLOSURE POLICY https://investor.turkishairlines.com/en/corporate-governance/public-disclosure-policy</p> <p>STATEMENT OF COMPLIANCE WITH CORPORATE GOVERNANCE PRINCIPLES, Turkish Airlines 2021 Annual Report ADDING VALUE TO STAKEHOLDERS, Turkish Airlines 2021 Annual Report By participating in the CDP Climate Change Program in 2021, within the framework of the transparency, accountability and honesty principles we have adopted, we transparently reported our governance structure regarding climate change, strategy, risk and opportunity management methods, our budget for relevant actions and our metrics for carbon emissions to institutional investors and to the public. https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p>

<p>16</p>	<p>Announces detachedly all kinds of development on the priority issues in disclosures and reporting within the scope of balanced approach.</p>	<p>MATERIAL ISSUES, 2020 Sustainability Report, Page 28 MATERIAL ISSUES PERFORMANCE TABLE, 2020 Sustainability Report, Pages 12-15 SUSTAINABLE DEVELOPMENT GOALS (SDGS) MAP, 2020 Sustainability Report, Pages 29,30 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, FY 2020 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>SUSTAINABILITY MANAGEMENT, Turkish Airlines 2021 Annual Report ASSESSMENT OF THE BOARD OF DIRECTORS ON 2021 RESULTS, Turkish Airlines 2021 Annual Report</p> <p>In the coming years, we will continue to update our material issues in line with global developments and feedback from our stakeholders and continue to share them publicly in our reports.</p>
<p>17</p>	<p>Gives information about which of the United Nations (UN) 2030 Sustainable Development Goals its activities are related to.</p>	<p>SUSTAINABLE DEVELOPMENT GOALS (SDGS) MAP, 2020 Sustainability Report, Pages 29,30 MATERIAL ISSUES PERFORMANCE TABLE, 2020 Sustainability Report, Pages 12-15 PROSPERITY, 2020 Sustainability Report, Pages 41-47 PLANET, 2020 Sustainability Report, Pages 50-73 PEOPLE, 2020 Sustainability Report, Pages 82-114 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>The Sustainable Development Goals (SDG) Map which we will update by taking into account our material issues and activities in 2021 will be included in detail in our 2021 Sustainability Report.</p>
<p>18</p>	<p>Makes an explanation regarding the lawsuits filed and / or concluded against environmental, social and corporate governance issues.</p>	<p>Our Incorporation shares information about the important lawsuits against the company and their possible consequences in the Legal Disclosures and Documents section of the Annual Report every year. LEGAL DISCLOSURES AND DOCUMENTS, Turkish Airlines 2021 Annual Report</p> <p>In addition, findings of breaches of anti-bribery and anticorruption policy and information about administrative or judicial sanctions are shared in the Sustainability Reports every year in line with the principle of transparency. BUSINESS ETHICS, 2020 Sustainability Report, Page 39 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>In 2021, Turkish Airlines has not encountered any findings of breaches of anti-bribery and anticorruption policy nor it has been subject to any administrative and monetary sanctions with respect to bribery and corruption. In 2021, no evidence was detected against our Incorporation regarding violation of the competition rule in the country or abroad, administrative or judicial sanctions were not imposed on the issue and no lawsuits were filed against our Incorporation for damage to the environment.</p>

A4. Verification

19	<p>If verified by independent third parties (independent sustainability assurance providers) declares its sustainability performance measurements to the public and endeavors to increase such verification processes.</p>	<p>Selected indicators in our 2020 Sustainability Report have been externally audited within the scope of limited assurance in accordance with ISAE 3000 and ISAE 3410 standards by PwC Turkey.</p> <p>The Independent Assurance Statement, which includes the list and scope of assured indicators, can be found on pages 124 and 125 of the 2020 Sustainability Report.</p> <p>PWC, Limited Assurance Report, 2020 Sustainability Report, Pages 124,125 ABOUT THE REPORT, 2020 Sustainability Report, Page 3 GREENHOUSE GAS VERIFICATION STATEMENT 2019, 2020 Sustainability Report, Page 120 GREENHOUSE GAS VERIFICATION STATEMENT 2020, 2020 Sustainability Report, Page 121 2020 DEVELOPMENTS, CORSIA, 2020 Sustainability Report, Page 56 https://investor.turkishairlines.com/documents/surdurulebilirlik/turk-hava-yollari-2020-surdurulebilirlik-raporu_21_12_2021.pdf</p> <p>C10.VERIFICATION, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Pages 83-86 https://investor.turkishairlines.com/documents/surdurulebilirlik/turk-hava-yollari-a_o.pdf</p> <p>MANAGEMENT OF GREEN HOUSE GAS EMISSIONS, Turkish Airlines 2021 Annual Report</p> <p>Within the scope of the EU ETS, the scope of which is limited to flights taking off and landing within the borders of the European Economic Area in 2016 by the European Union, we directly monitor, calculate and have our emissions verified by an authorized independent certification body. Emissions Reports are verified annually by a third party independent verification body. The amount of offset emissions within the scope of EU ETS in 2020 is detailed in Article 44th.</p> <p>As every year, we reported our greenhouse gas emissions in line with the requirements of the CORSIA, EU ETS and TS EN ISO 14064-1 (Establishment Level Calculation of Greenhouse Gas Emissions and Removal) Standards, and our calculations were verified by third-party independent verifiers. It will be ensured that the data for 2021 will also be verified and all information regarding our sustainability performance is disclosed to the public in our Sustainability Reports published annually under the Corporate Governance tab on the Turkish Airlines Investor Relations page, and efforts will be made to increase the verification processes for sustainability performance measurements.</p> <p>https://investor.turkishairlines.com/en/corporate-governance/sustainability</p>
----	--	---

B. Environmental Principles		
20	Announces the policies and practices, action plans, environmental management systems (known as the ISO 14001 standard) and programs in the field of environmental management.	<p>OUR ENVIRONMENTAL POLICY https://www.turkishairlines.com/en-tr/press-room/about-us/our-policy/index.html https://investor.turkishairlines.com/en/corporate-governance/environmental-policy</p> <p>SUSTAINABILITY POLICY https://investor.turkishairlines.com/documents/sustainability/sustainability-policy-eng(1).pdf https://www.turkishairlines.com/en-tr/press-room/about-us/our-policy/index.html</p> <p>PLANET, 2020 Sustainability Report, Page 48-80 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>ENVIRONMENTAL MANAGEMENT SYSTEMS, Turkish Airlines 2021 Annual Report</p> <p>In line with the principle of "continuous improvement" that we have adopted, we aim to go beyond compliance with the requirements while carrying out our activities. In this direction; by strengthening the ISO 14001 Environmental Management System, which we have been implementing since 2013, with a management model specific to the aviation industry in 2020, we participated in the IEnvA (IATA Environmental Assessment) Management System Program, which was specially designed by IATA (International Air Transport Association) for airline companies.</p>
21	Complies with environmental laws and other relevant regulations and announces them.	<p>ENVIRONMENTAL MANAGEMENT, 2020 Sustainability Report, Page 52 OUR ACTIONS, 2020 Sustainability Report, Page 55 2020 DEVELOPMENTS, 2020 Sustainability Report, Page 56,57 ENERGY POLICY, 2020 Sustainability Report, Page 59 WASTE MANAGEMENT, 2020 Sustainability Report, Page 61 OUR IN-FLIGHT SUSTAINABILITY PRACTICES, 2020 Sustainability Report, Page 63 BIODIVERSITY, 2020 Sustainability Report, Page 64 SINGLE-USE PLASTICS, 2020 Sustainability Report, Page 64 FIGHT AGAINST CLIMATE CHANGE, 2020 Sustainability Report, Page 66-69 2020 EMISSIONS, 2020 Sustainability Report, Page 79 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>ENVIRONMENTAL MANAGEMENT SYSTEMS, Turkish Airlines 2021 Annual Report MANAGEMENT OF GREEN HOUSE GAS EMISSIONS, Turkish Airlines 2021 Annual Report FIGHT AGAINST CLIMATE CHANGE, Turkish Airlines 2021 Annual Report We carry out our activities in compliance with all relevant legal regulations and the requirements of our voluntary commitments. Periodically evaluates our</p>

compliance with legal requirements on environmental issues; In case of a legal change that will affect Turkish Airlines, we revise our related works regardless of the update period. We constantly follow national and international regulations on environmental issues. In case of a regulation change that will affect the activities of the Incorporation, we evaluate how the relevant changes may affect the operations of the Incorporation. We ensure the necessary coordination within the Incorporation regarding the changes. If there is an action to be taken, we plan these actions and complete the necessary work as soon as possible. Turkish Airlines is fully compliant with national and international regulations on environmental issues; There is no lawsuit or penal sanction brought against us within this scope.

In order to go beyond compliance with legal requirements and take the environmental management system of the Incorporation one step further every year, we follow global trends, successful sectoral practices, plan and design new practices to add value. We aim to further strengthen our Environmental Management System, which we have been carrying out in line with the requirements of ISO 14001 Environmental Management System since 2013, with the IEnvA (IATA Environmental Assessment) System specially designed for airline companies.

In order to achieve the goal of reducing carbon emissions in the fight against climate change; We cooperate with various research institutions to produce biofuels as an alternative to jet fuel. Together with Boğaziçi University, we are running the "Microalgae Based Sustainable Bio-Jet Fuel Project (MICRO-JET)" supported by TUBITAK. Within the scope of the project, it is aimed to pilot production of synthetic bio-kerosene from microalgae using hydrotreated fatty acids and hydrothermal liquefaction methods. We will use this biofuel, which will be obtained from sustainable sources in 2022, in our flights after the engine tests to be carried out by Turkish Technic. With the biofuel to be obtained in this project, our Incorporation will be one of the rare global companies that use the cleanest type of biofuel accepted by IATA (International Air Transport Association). The refinery, where the biojet fuel to be obtained in this project will be produced, will be the first carbon-negative integrated bio refinery in Turkey and Europe when it starts operating at full capacity.

With the awareness that Sustainable Aviation Fuel plays a key role in reducing carbon emissions caused by the aviation industry, we are starting to use a sustainable biofuel blend in our Istanbul-Paris route. This environmentally friendly fuel obtained from sustainable sources will contribute to the reduction of our carbon footprint and global greenhouse gas emissions with its high energy content and emission reduction. We plan to expand this fuel, which we will use once a week in the first stage, to increasing frequencies and different destinations in the following processes. Thanks to the clean combustion realized with the use of sustainable aviation fuel; Up to 87% reduction in greenhouse gas emissions can be achieved compared to the same amount of traditional kerosene fuel.

We report our greenhouse gas emissions in line with the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), European Union Emissions Trading System (EU-ETS), United Kingdom Emission Trading System (UK-ETS) and ISO 14064-1 Guidance and Specifications Standard for Calculation and Reporting of Greenhouse Gas Emissions and Removals at the Organization Level requirements. Our greenhouse gas calculations are verified annually by third-party independent verifiers.

We aim to implement the Voluntary Carbon Offsetting Project, which we carry out to reduce our carbon emissions, in 2022. With this project, our passengers will be

		<p>able to balance the emissions that will arise from their flights with various offset projects that we will present on our website.</p> <p>Within the scope of our technical maintenance practices, we use surface preparation chemicals that are relatively light and less harmful to the environment, do not contain heavy metals and contain less volatile compounds, with the Base Coat & Clear Coat system applied in our aircraft.</p>
22	<p>Announces the limitations regarding with the reporting conditions and data collecting process, reporting date, reporting period, boundary of the environmental report to be included in the report which is going to be prepared within the scope of Sustainability Principles.</p>	<p>ABOUT THE REPORT, 2020 Sustainability Report, Page 3 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>In our Sustainability Reports; Information on subjects such as the report's limit, reporting period and reporting standard is shared under the "ABOUT THE REPORT" heading of our Sustainability Report.</p>
23	<p>Announces the senior responsible individual, relevant committees and their duties in the Incorporation on the issue of environment and climate change.</p>	<p>CORPORATE SUSTAINABILITY MANAGEMENT, 2020 Sustainability Report, Page 22 ENVIRONMENTAL MANAGEMENT, 2020 Sustainability Report, Page 53 FIGHT AGAINST CLIMATE CHANGE, 2020 Sustainability Report, Page 66 FUEL EFFICIENCY AND REDUCTION OF OUR GREENHOUSE GAS EMISSIONS, 2020 Sustainability Report, Page 70 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>C1 GOVERNANCE, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 4-10 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>SUSTAINABILITY MANAGEMENT, Turkish Airlines 2021 Annual Report</p> <p>While the responsibility for Turkish Airlines' impacts on the economy, environment and society rests with the Board of Directors and the Executive Committee, a Sustainability Committee was established in 2021, whose members are Turkish Airlines Senior Executives. The Sustainability Committee carries out its activities in order to determine, review and continuously improve the sustainability management strategy, sustainability policy, short, medium and long-term sustainability targets, and to decide on improvement projects that will increase the sustainability performance of Turkish Airlines. Within the framework of the decisions taken at the Sustainability Committee meetings chaired by the General Manager, all our relevant units plan their necessary work and carry out their work in line with this plan.</p>

<p>24</p>	<p>Announces the the incentives it offers for the management of environmental issues, including the achievement of objectives.</p>	<p>2020 ENVIRONMENTAL PERFORMANCE AND FUTURE TARGETS, 2020 Sustainability Report, Page 50,51 ENVIRONMENTAL MANAGEMENT, 2020 Sustainability Report, Page 53 OUR ACTIONS, 2020 Sustainability Report, Page 55 2020 DEVELOPMENTS, 2020 Sustainability Report, Page 56,57 RESOURCE EFFICIENCY, 2020 Sustainability Report, Page 58,60 WASTE MANAGEMENT, 2020 Sustainability Report, Page 61,62 OUR IN-FLIGHT SUSTAINABILITY PRACTICES, 2020 Sustainability Report, Page 63 BIODIVERSITY, 2020 Sustainability Report, Page 64 SINGLE-USE PLASTICS, 2020 Sustainability Report, Page 64 FIGHT AGAINST CLIMATE CHANGE, 2020 Sustainability Report, Page 66-69 FUEL EFFICIENCY AND REDUCTION OF OUR GREENHOUSE GAS EMISSIONS, 2020 Sustainability Report, Page 70,71 SUSTAINABLE BIO-FUELS, 2020 Sustainability Report, Page 72 FLEET MODERNIZATION, 2020 Sustainability Report, Page 73 WE CONTINUE TO OPTIMIZE OUR OPERATIONS, 2020 Sustainability Report, Page 74,75,76 PERFORMANCE AND TARGETS, 2020 Sustainability Report, Page 77,78 2020 EMISSIONS, 2020 Sustainability Report, Page 79 DEVELOPMENT OF INNOVATION CULTURE AND PROMOTION OF EMPLOYEE ENGAGEMENT, 2020 Sustainability Report, Page 99 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>Turkish Airlines' incentives for the management of climate-specific issues are shared in the Carbon Disclosure Project 2021 Report.</p> <p>C1 GOVERNANCE, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 10-13 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>Conscious of the importance of stakeholder participation in improving our sustainability performance, we evaluate the suggestions submitted through the Individual Suggestion System, which allows employees to share their suggestions and we implement projects that are feasible. In addition to this, in order to activate the creative potential of our employees, which is the greatest value of our Incorporation, in sustainability issues and to increase their participation in innovation activities, we launched the "Innovative Ideas Focused on Sustainability" solution competition in January 2022. In this way, we aim to give our employees the opportunity to present, project and implement their valuable ideas.</p> <p>Among the suggestions submitted by our employees, the ones that can be implemented will be determined by a jury including the process responsible within the scope of the proposal, and the project will be designed without any limit on the number and will be awarded.</p>
------------------	--	--

25	Announces how environmental issues are integrated into business targets and strategies.	<p>MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS, 2020 Sustainability Report, Page 6-7</p> <p>CORPORATE SUSTAINABILITY MANAGEMENT, 2020 Sustainability Report, Page 22,23</p> <p>OUR SUSTAINABILITY STRATEGY, 2020 Sustainability Report, Page 24</p> <p>SUSTAINABILITY POLICY, 2020 Sustainability Report, Page 25</p> <p>MATERIAL ISSUES MATRIX, 2020 Sustainability Report, Page 28</p> <p>SUSTAINABLE DEVELOPMENT GOALS (SDGS) MAP, 2020 Sustainability Report, Page 29,30</p> <p>COLLABORATIONS WITH ORGANIZATIONS & ASSOCIATIONS, 2020 Sustainability Report, Page 33</p> <p>RESPONSIBLE SUPPLY CHAIN MANAGEMENT, 2020 Sustainability Report, Page 46</p> <p>2020 ENVIRONMENTAL PERFORMANCE AND FUTURE TARGETS, 2020 Sustainability Report, Page 50,51</p> <p>ENVIRONMENTAL MANAGEMENT, 2020 Sustainability Report, Page 53</p> <p>OUR ACTIONS, 2020 Sustainability Report, Page 55</p> <p>2020 DEVELOPMENTS, 2020 Sustainability Report, Page 56,57</p> <p>RESOURCE EFFICIENCY, 2020 Sustainability Report, Page 58,60</p> <p>WASTE MANAGEMENT, 2020 Sustainability Report, Page 61,62</p> <p>OUR IN-FLIGHT SUSTAINABILITY PRACTICES, 2020 Sustainability Report, Page 63</p> <p>BIODIVERSITY, 2020 Sustainability Report, Page 64</p> <p>SINGLE-USE PLASTICS, 2020 Sustainability Report, Page 64</p> <p>FIGHT AGAINST CLIMATE CHANGE, 2020 Sustainability Report, Page 66-69</p> <p>FUEL EFFICIENCY AND REDUCTION OF OUR GREENHOUSE GAS EMISSIONS, 2020 Sustainability Report, Page 70,71</p> <p>SUSTAINABLE BIO-FUELS, 2020 Sustainability Report, Page 72</p> <p>FLEET MODERNIZATION, 2020 Sustainability Report, Page 73</p> <p>WE CONTINUE TO OPTIMIZE OUR OPERATIONS, 2020 Sustainability Report, Page 74,75,76</p> <p>PERFORMANCE AND TARGETS, 2020 Sustainability Report, Page 77,78</p> <p>2020 EMISSIONS, 2020 Sustainability Report, Page 79</p> <p>https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>SUSTAINABILITY MANAGEMENT, Turkish Airlines 2021 Annual Report</p> <p>MANAGEMENT OF GREEN HOUSE GAS EMISSIONS, Turkish Airlines 2021 Annual Report</p> <p>FIGHT AGAINST CLIMATE CHANGE, Turkish Airlines 2021 Annual Report</p> <p>Turkish Airlines has detailed its management strategy, targets, plans, actions and projects realized regarding the problem of climate change in its Carbon Disclosure Project (CDP) report.</p> <p>Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report</p> <p>https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p>
----	---	---

26	Announces the sustainability performances for business processes or products and services and the activities to improve this performance.	<p>MATERIAL ISSUES PERFORMANCE TABLE, 2020 Sustainability Report, Page 12,13 2020 ENVIRONMENTAL PERFORMANCE AND FUTURE TARGETS, 2020 Sustainability Report, Page 50,51 ENVIRONMENTAL MANAGEMENT, 2020 Sustainability Report, Page 53 OUR ACTIONS, 2020 Sustainability Report, Page 55 2020 DEVELOPMENTS, 2020 Sustainability Report, Page 56,57 RESOURCE EFFICIENCY, 2020 Sustainability Report, Page 58,60 WASTE MANAGEMENT, 2020 Sustainability Report, Page 61,62 OUR IN-FLIGHT SUSTAINABILITY PRACTICES, 2020 Sustainability Report, Page 63 BIODIVERSITY, 2020 Sustainability Report, Page 64 SINGLE-USE PLASTICS, 2020 Sustainability Report, Page 64 FIGHT AGAINST CLIMATE CHANGE, 2020 Sustainability Report, Page 66-69 FUEL EFFICIENCY AND REDUCTION OF OUR GREENHOUSE GAS EMISSIONS, 2020 Sustainability Report, Page 70,71 SUSTAINABLE BIO-FUELS, 2020 Sustainability Report, Page 72 FLEET MODERNIZATION, 2020 Sustainability Report, Page 73 WE CONTINUE TO OPTIMIZE OUR OPERATIONS, 2020 Sustainability Report, Page 74,75,76 PERFORMANCE AND TARGETS, 2020 Sustainability Report, Page 77,78 2020 EMISSIONS, 2020 Sustainability Report, Page 79 DEVELOPMENT OF INNOVATION CULTURE AND PROMOTION OF EMPLOYEE ENGAGEMENT,2020 Sustainability Report, Page 99 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>In 2021, we were also entitled to be included in the BIST Sustainability Index, which includes companies traded on Borsa Istanbul with a high level of corporate sustainability performance, and which aims to increase knowledge and practices on sustainability, and we aim to be in the Index in the coming periods. In addition, international indices and sustainability rating agencies that we voluntarily participate in are included in Article 68, and detailed information on the subject will be included in our 2021 Sustainability Report, open to public access.</p>
27	Announces how it manages environmental issues along the Incorporation value chain and integrates suppliers and customers into its strategies, not just in terms of direct operations.	<p>MATERIAL ISSUES PERFORMANCE TABLE, 2020 Sustainability Report, Page 13,15 OUR SUSTAINABILITY STRATEGY, 2020 Sustainability Report, Page 24 CORPORATE SUSTAINABILITY MANAGEMENT, 2020 Sustainability Report, Page 25 MATERIAL ISSUES, 2020 Sustainability Report, Page 27 ENGAGING WITH STAKEHOLDERS, 2020 Sustainability Report, Page 31 RESPONSIBLE SUPPLY CHAIN MANAGEMENT, 2020 Sustainability Report, Page 46 SUSTAINABLE CATERING SERVICE, 2020 Sustainability Report, Page 92 TRAINING , 2020 Sustainability Report, Page 106 HUMAN RIGHTS, 2020 Sustainability Report, Page 114,115 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>With the PressReader application, we offer our passengers digital access to over 7000 newspapers and magazines in more than 60 languages. Our passengers are directed to the application by e-mail and website 1 day before their flight, and they can benefit from the application free of charge for an additional 48 hours to the flight time. The application, which our passengers using our private lounges can access unlimitedly during their stay in the lounge, is also offered to Turkish Airlines personnel without limits. This digital and environmentally friendly service we offer as an alternative to printed publications; While it eased the cabin service process, it also increased the availability of overhead lockers. With this; The contracts of Turkish Airlines contain the Environmental Requirements that our</p>

		<p>Incorporation expects from its suppliers, and our suppliers are expected to fulfill these requirements.</p>
<p>28</p>	<p>Whether it is involved in policy-making processes in environmental issues (sectoral, regional, national and international), announces the cooperations it has made with the associations, related organizations and non-governmental organizations it is a member of on the subject of environment and if any, the duties it has taken and the activities it supports.</p>	<p>COLLABORATIONS WITH ORGANIZATIONS & ASSOCIATIONS, 2020 Sustainability Report, Page 33 ENVIRONMENTAL MANAGEMENT, 2020 Sustainability Report, Page 53 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>C12 ENGAGEMENT, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 91,92 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>Turkish Airlines 2021 Annual Report</p> <p>OUR SOCIAL RESPONSIBILITY PROJECTS https://www.turkishairlines.com/en-tr/press-room/our-social-responsibility-projects/index.html</p> <p>We carry out the priority issues we have determined in cooperation with local and foreign non-governmental organizations and industrial organizations. As Turkish Airlines, we adopt the targets set by the International Air Transport Association (IATA), of which we are a member, to reduce aviation-related carbon emissions, and we work devotedly to achieve this target. We support sustainable aviation fuel research and development studies in order to reduce and eliminate the factors that may have an impact on climate change. Together with Boğaziçi University, we are running the "Microalgae Based Sustainable Bio-Jet Fuel Project (MICRO-JET)" supported by TUBITAK. Within the scope of the project, it is aimed to pilot production of synthetic bio-kerosene using hydrotreated fatty acids from microalgae and hydrothermal liquefaction methods. We will use this biofuel, which will be obtained from sustainable sources in 2022, in our flights after the engine tests to be carried out by Turkish Technic. With the biofuel to be obtained in this project, Turkish Airlines will be one of the rare global companies that use the cleanest type of biofuel accepted by IATA. The refinery, where the biojet fuel to be obtained in this project will be produced, will be the first carbon-negative integrated bio refinery in Turkey and Europe when it starts operating at full capacity.</p> <p>With the awareness that Sustainable Aviation Fuel plays a key role in reducing carbon emissions caused by the aviation industry, we started to use a sustainable biofuel blend in our Istanbul-Paris route. This environmentally friendly fuel obtained from sustainable sources will contribute to the reduction of our carbon footprint and global greenhouse gas emissions with its high energy content and emission reduction. We plan to expand this fuel, which we will use once a week in the first stage, to increasing frequencies and different destinations in the following processes.</p>

<p>29</p>	<p>In the light of environmental indicators (Greenhouse gas emissions (Scope-1 (Direct), Scope-2 (Energy indirect), Scope-3 (Other indirect) 1), air quality, energy management, water and wastewater management, waste management, biodiversity impacts) reports periodically comparable information on its environmental impacts.</p>	<p>MATERIAL ISSUES PERFORMANCE TABLE, 2020 Sustainability Report, Page 12,13 2020 ENVIRONMENTAL PERFORMANCE AND FUTURE TARGETS, 2020 Sustainability Report, Page 50,51 RESOURCE EFFICIENCY, 2020 Sustainability Report, Page 60 WASTE MANAGEMENT, 2020 Sustainability Report, Page 62 SINGLE-USE PLASTICS, 2020 Sustainability Report, Page 64 FLEET MODERNIZATION, 2020 Sustainability Report, Page 73 PERFORMANCE AND TARGETS, 2020 Sustainability Report, Page 77,78 2020 EMISSIONS, 2020 Sustainability Report, Page 79 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p>
<p>30</p>	<p>Describes the standard, protocol, methodology and base year details used to collect and calculate its data.</p>	<p>The cross-reference table regarding the Global Reporting Initiative (GRI) standards, which was referenced in the preparation of the 2021 Sustainability Report, is included in the report in detail.</p> <p>GRI CONTENT INDEX, 2020 Sustainability Report, Page 126-131 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>Detailed explanations on the calculation methodologies and verifications carried out in the emissions management body are included in the CDP Report.</p> <p>C2 RISK AND OPPORTUNITIES, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 18,19,20 C10 VERIFICATION, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 83-87 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p>
<p>31</p>	<p>Describes the status of the environmental indicators for the reporting year (increase or decrease) in comparison with previous years.</p>	<p>MATERIAL ISSUES PERFORMANCE TABLE, 2020 Sustainability Report, Page 12,13 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p>

<p>32</p>	<p>Sets short and long-term goals to reduce their environmental impact and announces these goals. It is recommended that these goals should be determined based on Science as suggested by the United Nations Conference of the Parties on Climate Change.</p>	<p>Due to the fact that the aviation industry is a sector highly related to regulations and requires more time than other sectors to implement investments and technological developments, Turkish Airlines has a short term of 0 to 3 years, medium term 10 years and long term more than 10 years. The process is determined as long-term. Short, medium and long-term targets determined by Turkish Airlines in this direction are stated in the CDP Report; short-term goals and their realization status are included in the Sustainability Report every year.</p> <p>C2.RISK AND OPPORTUNITIES, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 14,15 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>2020 ENVIRONMENTAL PERFORMANCE AND FUTURE TARGETS, 2020 Sustainability Report, Page 50,51 PERFORMANCE AND TARGETS, 2020 Sustainability Report, Page 77,78 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p>
<p>33</p>	<p>If there is progress in the reporting year according to the targets set before, it provides information on the subject.</p>	<p>"2020 ENVIRONMENTAL PERFORMANCE AND FUTURE TARGETS" table indicates the rate of compliance with the 2021 targets. (2020 ENVIRONMENTAL PERFORMANCE AND FUTURE TARGETS, 2020 Sustainability Report, Page 50-51)</p> <p>https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>Comprehensive information about the actions we take to reduce our environmental impacts, the projects and initiatives we carry out, and environmental performance indicators are included in the graphics in the Environment Section of our Sustainability Reports and in the "2020 ENVIRONMENTAL PERFORMANCE AND FUTURE TARGETS " table. The 2021 targets of preventing 78,750 tons of CO2 emissions by saving 25,000 tons of fuel and reducing kg/ATK by 5% by 2025 compared to 2016 have been achieved by 100%. Also, in 2021; The targets for the amount of avoided waste and amount of hazardous waste per capita have been achieved by 100%, and the targets for natural gas, electricity per capita and water consumption per capita could not be reached in 2021 due to the change in the buildings included in the calculation compared to 2020 and the different consumption characteristics. Considering the new scope situation, the current targets for 2022, which are determined as 2% reduction over the 2021 realization values, and the compliance rates with the 2021 targets will be included in our 2021 Sustainability Report in detail.</p>
<p>34</p>	<p>Announces the strategy and actions to combat the climate crisis.</p>	<p>It is explained in detail in the "COMBATING CLIMATE CHANGE" section of our 2020 Sustainability Report and in the "C3. Business Strategy" and "C4. Targets and performance" sections of our 2021 Carbon Disclosure Project (CDP) Report.</p> <p>COMBATING CLIMATE CHANGE, 2020 Sustainability Report, Pages 66-79</p> <p>https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>C3.BUSINESS STRATEGY, Pages 31-38, C4. TARGETS AND PERFORMANCE, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Pages 38-53 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p>

As Turkish Airlines, we adopt the targets set by the International Air Transport Association (IATA), of which we are a member, to reduce aviation-related carbon emissions, and we work devotedly to achieve this target.

While our efforts to combat climate change are followed at the highest level in our Incorporation, the Sustainability Committee, whose members are Turkish Airlines Senior Managers, was established in 2021. While the responsibility of Turkish Airlines' impacts on the economy, environment and society rests with the Board of Directors and the Executive Committee, in line with the activities of the Sustainability Committee; We determine the sustainability strategy, policy, short, medium and long-term sustainability targets. We monitor and review climate-related risks and opportunities and take necessary actions.

In 2021, we participated in the Carbon Disclosure Project (CDP) Climate Change Program, the world's most respected reporting platform on climate change, which is a very important priority for our company and the sector in which we operate. We report transparently our metrics related to our governance structure, strategy, risk and opportunity management methods, budget and carbon emissions related to climate change, to institutional investors and the public, and we aim to continue our work in a way that will take it further in the future.

Our fleet is one of the youngest in Europe with 370 aircraft and an average fleet age of 8.5 years. By the end of 2021, our Incorporation is the airline with the highest rate of new generation aircraft among the 10 largest airline companies in the world in terms of fleet size, with 75 new generation aircraft that are more fuel efficient, more environmentally friendly and save an average of 15% fuel compared to equivalent aircraft. In 2021, our new generation narrow body A321 NEO and B737 MAX aircraft, which were ordered in 2013 and provide an average of 15% fuel savings compared to equivalent aircraft, continued to join our fleet. In addition to narrow-body aircraft, the fuel consumption per seat of the new generation wide-body aircraft, which were ordered in 2018 and will be delivered by the end of 2027, is expected to be 13% lower on average compared to the current wide-body fleet. In addition to passenger transportation, our partnership aims to keep the environmental impacts to a minimum in cargo transportation. In line with this commitment; Compared to our B777F type aircraft, which joined our fleet in the past years, and the old generation cargo aircraft with similar capacity and range; 20% less emissions, 20% less environmental noise and up to 20% fuel savings are achieved.

Supporting initiatives related to fuel efficiency, taking measures to reduce natural resource consumption and greenhouse gas emissions are some of our works within the scope of combating climate change. We continuously measure and monitor fuel efficiency with the comprehensive fuel saving policy we have established, and we review our action plans within the framework of the Fuel Efficiency Program, within the Fuel Executive Board, which consists of key departments and meets regularly. In addition to these, the measures taken by international aviation authorities against climate change are supported by our Incorporation and their requirements are fulfilled. While the work we have carried out within the scope of combating climate change is detailed in Article 35, developments for 2021 will be made available to the public in detail in our Sustainability and Carbon Disclosure Project (CDP) Reports.

<p>35</p>	<p>Describes the program or procedures for preventing or minimizing the potential negative impact of the products and / or services it offers; announces the actions of third parties to reduce greenhouse gas emissions.</p>	<p>FUEL EFFICIENCY AND REDUCTION OF OUR GREENHOUSE GAS EMISSIONS, 2020 Sustainability Report, Pages 70-71.75-76 SUSTAINABLE BIO-FUELS, 2020 Sustainability Report, Page 72 WASTE MANAGEMENT, OUR WASTE MANAGEMENT APPLICATIONS AND DISPOSABLE PLASTICS, OUR IN-FLIGHT SUSTAINABILITY PRACTICES, SINGLE-USE PLASTICS, 2020 Sustainability Report, Pages 61-64 TURMEPA COOPERATION, 2020 Sustainability Report, Page 113 SUSTAINABLE CATERING SERVICE, 2020 Sustainability Report, Page 92 RESOURCE EFFICIENCY, 2020 Sustainability Report, Page 58-60 2020 DEVELOPMENTS, GREEN BUILDING CERTIFICATION, 2020 Sustainability Report, Page 56 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>C4.5 Goods and/or services as low-carbon products, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 49-53 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>Turkish Airlines adopts a systematic approach that manages its environmental impacts in all its operations, takes care of the use of environmentally friendly technologies, ensures the health and safety of all its stakeholders, manages risks by being aware of its risks, and can take precautions by predicting emergencies that may occur. In this direction, the Incorporation;</p> <ul style="list-style-type: none"> • Determines the environmental dimension and environmental impacts arising from its activities; in this direction, by defining the actions to be taken in order to minimize or, if possible, eliminate the negative environmental effects, the method it has been applied in PR.10.18.035 Environmental Aspect and Environmental Impact Assessment Procedure, • The method used by the Incorporation to identify, define and prioritize environmental risks and opportunities, to appoint those responsible for risks and opportunities, to identify existing measures and additional measures that can be taken to improve risks, is described in PR.10.18.059 Environmental Risks and Opportunities Management Procedure. <p>Our Incorporation's Environmental Aspects and Impacts List is updated every year and shared publicly with all our stakeholders: https://investor.turkishairlines.com/documents/thy-a_o-cevre-boyutlari-listesi_2021.pdf</p> <p>We strengthened the ISO 14001 Environmental Management System, which we have been implementing since 2013, with a management model specific to the aviation industry in 2020. In this direction, we participated to the IATA Environmental Assessment-IEEnvA Management System, which was specially designed by the International Air Transport Association (IATA) for airline companies. We have successfully completed the audit conducted by an independent third-party organization authorized by IATA and have earned the IEnvA Program Stage 2 certification which is the highest level certification of the program. Thus, our Incorporation became the first airline to be directly involved in the program by obtaining Stage 2 certification.</p> <p>In addition to the emissions we aim to prevent with the projects we have developed and implemented, the management of emissions resulting from our activities is also important. In line with the requirements of The Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), European Union Emissions Trading System (EU-ETS), United Kingdom Emission Trading System (UK-ETS) and TS EN ISO 14064-1 Calculation of Greenhouse Gas Emissions and Removal at Enterprise Level and Report, Guidance and Specifications Standard we</p>
-----------	---	---

report our greenhouse gas emissions. Our greenhouse gas calculations are verified annually by third-party independent verifiers.

Since 2008, we have successfully implemented more than 100 operational optimization projects to reduce our carbon footprint. Some of these projects include: Optimizing the use of auxiliary power unit, introducing the new optimized flight planning system, optimizing routes and aircraft speed, applications to reduce aircraft weight (fly away kits, magazines, containers, drinking water, catering equipment) and winglet and aircraft modifications such as sharklet. Thanks to these practices, our Incorporation saved 37,082 tons of fuel in 2021 and prevented 116,809 tons of CO2 emissions.

We support sustainable aviation fuel research and development studies in order to reduce and eliminate the factors that may have an impact on climate change. Together with Boğaziçi University, we are running the Microalgae Based Sustainable Bio-Jet Fuel Project (MICRO-JET) supported by TUBITAK. Within the scope of the project, it is aimed to pilot production of synthetic bio-kerosene from microalgae using hydrotreated fatty acids and hydrothermal liquefaction methods. We will use this biofuel, which will be obtained from sustainable sources in 2022, in our flights after the engine tests to be carried out by Turkish Technic. With the biofuel to be obtained in this project, our Incorporation will be one of the rare global companies that use the cleanest type of biofuel accepted by IATA. The refinery, where the biojet fuel to be obtained in this project will be produced, will be the first carbon-negative integrated biorefinery in Turkey and Europe when it starts operating at full capacity.

Detailed information about the project is provided in Article 39 and on the website <https://independent.boun.edu.tr/index.php>

While continuing the Microalgae Based Sustainable Bio-Jet Fuel Project (MICRO-JET), we used a sustainable biofuel mixture between Istanbul Airport and Paris Charles De Gaulle Airport in 2022 in order to contribute to the reduction of global greenhouse gas emissions. We plan to expand this fuel, which we used once a week in the first stage, to increasing frequencies and different destinations in the following processes. In addition to the reduction we aim for in harmful particles of SOx and NOx emissions, thanks to the clean combustion realized with the use of sustainable aviation fuel; With the Base Coat & Clear Coat system applied on our aircraft as part of our technical maintenance practices, we use surface preparation chemicals that are relatively light and less harmful to the environment, do not contain heavy metals, and contain less volatile compounds. In addition to these efforts, we plan to implement the Voluntary Carbon Offset Project in 2022 in order to offer our passengers the option to offset the emissions arising from their flights and to offset the emissions arising from the duty flights of our employees by our Incorporation.

With the awareness that our natural resources are not endless, we prioritize energy and resource efficiency, design our buildings to be energy efficient and water efficient, healthy and high-performance compared to conventional buildings, and pay attention to energy and environmental friendliness. In this context, our 9 buildings at Istanbul Airport have been certified with LEED certification, considering location and transportation, sustainability level of building lands, water efficiency, materials and resources used, energy and atmosphere, and indoor quality. In addition, by recording the refrigerant gas charge amounts on a monthly basis in cooler devices, consumptions are kept under control and thus greenhouse gas emission values are reduced. Other information regarding the energy efficiency studies of our Incorporation is given in Article 41.

We adopt the principle of "Zero Waste" based on the awareness that it is an inevitable responsibility for organizations to implement action plans that do not disrupt the resource balance in the world. With our work within the scope of the Zero Waste Project, we have become one of the leading organizations that have been awarded the Zero Waste Basic Level certificate for the campuses of our Incorporation. Our goal is to take this document we have to the next level every year and to add new ones to the work areas where we carry out our work within the scope of the Zero Waste Project.

In 2021, 98 tons of hazardous waste was sent to companies with relevant environmental permits and licenses, 948 tons of non-hazardous waste and 403 tons of packaging waste were sent for recycling, and the formation of 1449 tons of waste was prevented. Within the scope of flight operations, masks, gloves, etc. used by the passenger / cabin crew in all flights in line with the DK.22.194 UOD-2020/3G COVID-19 MEASURES DURING FLIGHT OPERATIONS. Disposable protective equipment is segregated. The sorted materials are delivered to the ground personnel in the first possible square, and to the personnel of TGS/Handling company upon arrival in Turkey.

In-cabin waste separation, which we carried out within the scope of our waste management studies in flight operations, could be implemented in the first two months of 2020 because of the suspension of flights due to the pandemic and Covid-19 measures. Waste segregation has started to be implemented again on all ER return flights as of June 2021 and on outbound flights of the relevant lines, with the start of catering loading at some external stations as of 2021. Thus, the total number of flight points where in-flight segregation was applied in 2021 became 73.

Our projects consisting of biodegradable packaging and nature-friendly toys that we offer to our passengers are in the Travel Plus 2021 Amenities Initiatives competition; Our environmentally friendly biodegradable packaging was awarded the "Best of Onboard Sustainability" award in the "2021 Onboard Hospitality" awards. 73,391 kg in 2021 thanks to the use of biodegradable packaging; With the removal of combs and shoe horns from travel kits, the use of 26,594 kg of plastic waste was prevented. With all travel and toy sets being presented without any plastic packaging, the use of 17,935,026 plastic bags weighing 13,298.01 kg in total in 2020 and 2021 was prevented.

Within the scope of catering services, our Incorporation not only supports the promotion of our local products, but also reduces carbon (CO2) emissions by saving fuel, as it shortens the distance traveled by the raw materials until they reach us. In addition, with the life cycle approach, priority is given to sustainable product use and recycling, measures are taken to minimize waste and, if possible, to prevent it. Along with these efforts, our Incorporation also motivates its suppliers and subsidiaries in line with this approach, and aims to expand its corporate understanding of the environment through its commercial partners.

As a result of our efforts to keep up with the digitalizing world and to reduce our environmental impact, we have stopped sending Miles&Smiles cards. The Miles&Smiles digital card, where our customers can use all the advantages and features of the physical card, can be accessed through our mobile application. The use of 2.35 million ecological cards, 1.92 million ecological envelopes and 1.92 million ecological papers was prevented, with the complete termination of Miles&Smiles shipments, which are produced using environmentally friendly materials that can dissolve in nature in a shorter time and can be recycled.

<https://www.turkishairlines.com/en-tr/any-questions/how-do-i-get-my-miles-smiles-card/index.html>

We are aware of the importance of stakeholder participation in improving our sustainability performance. We evaluate the suggestions submitted through the Individual Suggestion System, which allows employees to share their suggestions, and implement the projects that are applicable. In addition, in order to activate the creative potential of our employees, which is the greatest value of our Incorporation, in sustainability issues and to increase their participation in innovation activities, we launched the "Innovative Ideas Focused on Sustainability" solution competition in January 2022. In this way, we aim to give our employees the opportunity to present, project and implement their valuable ideas. Among the suggestions submitted by our employees, those that can be implemented will be determined by a jury including the process responsible within the scope of the proposal, the project will be designed without any limit on the number and will be awarded on the World Environment Day on June 5th.

The World Class award, presented for the first time as a result of independent audits conducted by APEX under the consultancy of YATES+, based on health safety, service quality and sustainability criteria, was given to seven global airlines, including Turkish Airlines, in 2022. This category, in which international security, welfare, service and inclusion standards are evaluated through comprehensive audits by industry professionals, indicates that standards have been reached in all these areas. We are very happy to be deemed worthy of this award, which was given for the first time this year, with our understanding that prioritizes harmony and respect for the environment while growing, and does not compromise on service quality.

<https://www.turkishairlines.com/en-tr/turkish-airlines-apex-world-class-award/index.html>

In the environmental field in 2021; Detailed information on our work on fuel efficiency, sustainable aviation fuels, noise management, emission management, climate change, technical service and catering with reduced negative environmental impacts (sustainable catering), waste management and natural resource use 2021 Sustainability and Carbon Disclosure Project (CDP) reports will also be made available to the public.

<p>36</p>	<p>Announces the actions taken to reduce its environmental impacts, the total number of projects and initiatives carried out and the environmental benefits / profits and cost savings they provide.</p>	<p>OUR ACTIONS, 2020 DEVELOPMENTS, 2020 Sustainability Report, Pages 55,56 OUR ACTIONS TO COMBAT WITH CLIMATE CHANGE, 2020 DEVELOPMENTS, 2020 Sustainability Report, Pages 68-69 ENVIRONMENTAL BENEFITS/ SAVINGS, 2020 Sustainability Report, Page 65 BUDGET FOR SUSTAINABILITY STUDIES, 2020 Sustainability Report, Page 57 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>C2.4Climate-related opportunities with the potential to have a substantive financial or strategic impact, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 27-31 C3.3Influence of the climate-related risks and opportunities on the company's strategy.Investment in R&D, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 35 C3.4Influence of the climate-related risks and opportunities on financial planning, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report , Page 36-38 C4.3c.Investment in emissions reduction activities, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 47 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>As Turkish Airlines, we evaluate the environmental impact of all our activities with a sense of responsibility. First of all, we eliminate the negative effects, if we cannot eliminate them, we create action plans to minimize them. The Corporate Sustainability Management Department, which works one-on-one to implement the sustainability strategy of the Incorporation, carries out the necessary service and product purchases in this direction. The 2021 budget of the Corporate Sustainability Department, including employee remuneration and services related to sustainability management, is 385,227 USD (USD). Since almost all of our greenhouse gas emissions originate from jet fuel, we also have a separate business unit focusing on fuel oil and emission reduction, with a 2021 budget of 533,180 USD (USD). However, within the scope of innovation and R&D studies, the 2021 budget of the DIR.Corporate Innovation and Projects is 993.464 USD (USD) and the R&D Projects budget is 501.627 USD (USD). Our programs to prevent or minimize the potential negative impact of the products and/or services we offer in 2021 are explained in Article 35, and detailed information on the subject will be made available to the public in our Sustainability and Carbon Disclosure Project (CDP) Reports.</p>
<p>37</p>	<p>Reports the total energy consumption data (excluding raw materials) and explains the energy consumption as Scope-1 and Scope-2.</p>	<p>RESOURCE EFFICIENCY, 2020 PERFORMANCE, 2020 Sustainability Report, Page 60 2020 ENVIRONMENTAL PERFORMANCE AND FUTURE TARGETS TABLE, 2020 Sustainability Report, Page 50-51 2020 EMISSIONS, 2020 Sustainability Report, Page 79, 119-121 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>C8. ENERGY, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Pages 68-76 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>In 2021, 5,168,051 sm3 of natural gas and 42,468,046 kWh of electricity were consumed. In addition, fuel consumption, which constitutes more than 99% of our carbon footprint, and greenhouse gas emissions due to fuel use are declared in our sustainability reports, including the trend of previous years, and 4.3 million tons of fuel was consumed in 2021. Within the scope of Greenhouse Gas</p>

		<p>Verification Studies, the details of the information on Scope 1 and Scope 2 energy consumptions for 2021 will be included in our Sustainability and Carbon Disclosure Project (CDP) Reports.</p>
<p>38</p>	<p>Provides information on electricity, heat, steam and cooling generated and consumed in the reporting year.</p>	<p>RESOURCE EFFICIENCY, 2020 PERFORMANCE, 2020 Sustainability Report, Page 60 2020 EMISSIONS, 2020 Sustainability Report, Page 79, 119-121</p> <p>https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>C8.2d The details on the electricity, heat, steam, and cooling, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 73 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>We produce electricity from natural gas at the trigeneration facility located in our cargo campus. With the electricity we obtain, we meet the electricity needs of our Cargo and Headquarters campuses. In addition, we transform the cooling water and flue gas heat arising from the production process into efficiency with our absorption chiller device in our facility. The total amount of electricity produced in our trigeneration facility in 2020 was 10,845,220 kWh, and the data for 2021, verified by a third-party independent institution, will be included in our Sustainability and Carbon Disclosure Project (CDP) Reports.</p>
<p>39</p>	<p>Conducts studies on increasing the use of renewable energy, transition to zero or low carbon electricity and explains these studies.</p>	<p>RESOURCE EFFICIENCY, 2020 PERFORMANCE, 2020 Sustainability Report, Page 58 2020 ENVIRONMENTAL PERFORMANCE AND FUTURE TARGETS TABLE, 2020 Sustainability Report, Page 50 ELECTRICITY GENERATION, 2020 Sustainability Report, Page 58 SUSTAINABLE BIO-FUELS , 2020 Sustainability Report, Page 72</p> <p>https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>C3.3Influence of the climate-related risks and opportunities on the company's strategy. Investment in R&D, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 35 C8.2cTrigeneration, TURKISH AIRLINES Carbon Disclosure Project 2021 Report, Page 71 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>The most important cause of climate change, which is one of the leading global problems today, is greenhouse gas emissions. Accordingly, the aviation industry is the first to take action globally and set comprehensive targets to reduce CO2 emissions. One of the key elements in achieving these goals is Sustainable Aviation Fuels (SAF). In this direction, Turkish Airlines accordingly has taken strategic steps to support the use of SAF in the sector with the sustainable aviation fuel and plans to use in its flights, and to encourage investments made in this context with its cooperation with the Microalgae-Based Sustainable Bio-Jet Fuel Project (MIKRO-JET). Within the scope of the project, it is aimed to pilot production of synthetic bio-kerosene from microalgae using hydrotreated fatty acids and hydrothermal liquefaction methods. With this project, our Incorporation will be one of the rare global companies that can produce and use the cleanest type of biofuel accepted by IATA. Within the scope of the INDEPENDENT Project, which also includes the MIKRO-JET Project, a total of 11 products will be produced and one of these products will be pure fuel. The refinery consists of an R&D area of 2500 square meters and an 80 cubic meter open pool and 30 cubic meter closed production reactors established in the</p>

		<p>production site. The zero-waste facility, when operating at full capacity, will provide an annual carbon dioxide capture and use capacity of approximately 1200 tons and will be the first carbon-negative integrated biorefinery in Turkey and Europe. While the INDEPENDENT project site runs on 100% renewable wind energy, it already supports the EU and Turkey's Green Agreement goals with its zero-waste-based bioenergy practices, and directly contributes to nine of the United Nations Sustainable Development Goals.</p> <p>In addition to our Microalgae Based Sustainable Bio-Jet Fuel Project, we started to use a sustainable biofuel blend in our Istanbul-Paris route with the awareness that Sustainable Aviation Fuel plays a key role in reducing carbon emissions caused by the aviation industry. This environmentally friendly fuel obtained from sustainable sources will contribute to the reduction of our carbon footprint and global greenhouse gas emissions with its high energy content and emission reduction. We plan to use Sustainable Aviation Fuel once a week in the first stage, and to increasing frequencies and different destinations in the following processes. We consider using this fuel, which has a higher price band compared to traditional aviation fuel, as a move worthy of our Incorporation's national flag carrier mission and we believe that it will set an example for other organizations in the sector.</p> <p>https://independent.boun.edu.tr/en/</p> <p>Along with these studies, as we have committed in our environmental policy; We prioritize energy and resource efficiency, and by working to reduce our electricity and natural gas consumption, we aim to meet at least 5% of the energy in our new buildings from renewable sources. Although there is currently no renewable energy production in our partnership, it is envisaged to initiate an I-REC certification process indicating that the electricity supplied is obtained from renewable sources.</p>
40	Announces the renewable generation of energy and the usage data.	<p>SUSTAINABLE BIO-FUELS, 2020 Sustainability Report, Page 72 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>C3.3The influence of climate-related risks and opportunities on the strategy, Investment in R&D, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 35 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>Within the scope of the Microalgae-Based Sustainable Bio-Jet Fuel Project (Microjet), the details of which are given in Article 39, sustainable biofuel, which will be produced entirely from sustainable sources in 2022, will be produced by Turkish Technic and it will be used in our flights after the completion of the engine tests.</p>

<p>41</p>	<p>Runs energy efficiency projects and announces the amount of energy consumption and emission reduction by means of these studies.</p>	<p>SOME FUEL SAVING PRACTICES OF TURKISH AIRLINES, 2020 Sustainability Report, Pages 75,76 FUEL EFFICIENCY AND REDUCTION OF OUR GREENHOUSE GAS EMISSIONS, 2020 Sustainability Report, Pages 70,71 RESOURCE EFFICIENCY, 2020 Sustainability Report, Page 58 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>C1.3a. The details on the incentives provided for the climate-related issues, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 10-13 C3.3 The influence of climate-related risks and opportunities on the strategy, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 35,36 C12.3a. Issues on engaging directly with policy makers, Energy Efficiency, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Page 97 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>Since 2008, we have been successfully running a comprehensive fuel efficiency program that will contribute to the collective effort of the aviation industry against climate change. When 2008 is accepted as the "reference/baseline" at the end of 2021, it is seen that the transportation performance has increased by 814 percent as of 2021, while the corresponding fuel consumption has increased by 487 percent. In other words, thanks to the fuel efficiency projects that have been successfully implemented since 2008, the amount of fuel consumed for unit transportation activities is gradually decreasing, and our efficiency performance is increasing year by year. Within the scope of our energy efficiency studies at our Incorporation's campuses:</p> <ul style="list-style-type: none"> * During the remote working process in the pandemic period, when there are few employees in the buildings, common working areas have been arranged and electricity and heating-cooling consumptions have been optimized. *The natural gas, electricity and water consumptions provided to our buildings at Istanbul Airport, where the employee density is high, through our Energy Centers, were monitored and controlled through the automation system, thus reducing the losses and preventing technical problems with the rapid intervention provided. *With the commissioning of the Chiller Optimization System of the chiller devices used as the central cooling system in the Istanbul Airport Region C Energy Center Facility, an improvement in energy efficiency is achieved. <p>Although studies on energy efficiency are also included in Article 35, detailed information about 2021 will be made available to the public in our Sustainability and Carbon Disclosure Project (CDP) Reports.</p>
<p>42</p>	<p>Reports the amount of water withdrawn, used, recycled and discharged from underground or above ground, its sources and procedures (Total water withdrawal by source, water sources affected by water withdrawal; percentage and total volume of recycled and reused water, etc.).</p>	<p>Mains line is used for clean water supply and wastewater discharge in our Incorporation, and the actual water consumption amounts are included in the Environment sections of our Sustainability Reports. (2020 Sustainability Report, Page 60)</p> <p>https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p>

43	Announces whether the operations or activities are included in any carbon pricing system (Emission Trading System, Cap & Trade or Carbon Tax).	<p>COMMITMENTS AND TARGETS, 2020 Sustainability Report, Page 67 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>C11. CARBON PRICING, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Pages 87-91 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>In addition to the emissions we aim to prevent with the projects we have developed and implemented, the management of emissions resulting from our activities is also important. In line with the requirements of The Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), European Union Emissions Trading System (EU-ETS), United Kingdom Emission Trading System (UK-ETS) and TS EN ISO 14064-1 Calculation of Greenhouse Gas Emissions and Removal at Enterprise Level and Report, Guidance and Specifications Standard we report our greenhouse gas emissions. Our greenhouse gas calculations are verified annually by third-party independent verifiers. Our greenhouse gas calculations are verified annually by third-party independent verifiers. We offset our greenhouse gas emissions from our EU-ETS and UK-ETS flights with the carbon credits we receive from carbon credit institutions. In addition, within the scope of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), which was implemented by the International Civil Aviation Organization (ICAO) and which we have voluntarily committed to implement from the pilot phase. Our emissions remaining above the base year emission values will be offset by our Incorporation in accordance with the CORSIA timetable in the coming years.</p>
44	Announces the carbon credit information accumulated or purchased during the reporting period.	<p>2020 DEVELOPMENTS, 2020 Sustainability Report, Pages 69 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>Within the scope of the EU ETS, the scope of which was limited to flights taking off and landing within the borders of the European Economic Area in 2016 by the European Union, we directly monitor and calculate our emissions and have them verified by an authorized independent certification body. In 2020, all 13,883 tons of confirmed carbon emissions were offset, using the balance from the previous year to make a total of 12,771 EU General Allowance (EUA) payments. However, our Incorporation has been included in the scope of the UK ETS, which became operational on January 1, 2021, as of 2021, after the UK left the European Union.</p> <p>Confirmed emission data from our flights within the European Economic Area in 2021 will be publicly available in our Sustainability and Carbon Disclosure Project (CDP) Reports.</p>
45	Announces the details if carbon pricing is applied within the Incorporation.	<p>CARBON PRICING, 2020 Sustainability Report, Page 69 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>C11.CARBON PRICING, Turkish Airlines Carbon Disclosure Project (CDP) 2021 Report, Pages 87-91 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>Our Incorporation is closely following the current situation and innovations regarding carbon markets and carbon taxes, which are based on carbon pricing, however, carbon pricing is not yet implemented within the Incorporation.</p>

46	Announces all compulsory and voluntary platforms where it discloses environmental information.	<p>Since 2014, we have been publicly sharing our performance in corporate governance, environmental, economic and social areas with all our stakeholders through our sustainability reports. https://investor.turkishairlines.com/en/corporate-governance/sustainability</p> <p>We participate in the Carbon Disclosure Project (CDP) Climate Change Program, the world's most respected reporting platform on climate change, which is a very important priority for our company and the sector in which we operate. We report transparently our metrics regarding our climate change governance structure, strategy, risk and opportunity management methods and carbon emissions to institutional investors and the public. https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p> <p>SUSTAINABILITY ASSESSMENTS, 2020 Sustainability Report, Page 57 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>Although the platforms on which our Incorporation's environmental information is disclosed are listed in Article 35, our Incorporation was also entitled to be included in the BIST Sustainability Index in 2021, which aims to increase knowledge and practices on sustainability, which includes companies traded on Borsa Istanbul with a high level of corporate sustainability performance.</p> <p>The international indices and sustainability rating institutions that we voluntarily participate in are included in Article 68, and detailed information on the subject will be included in our 2021 Sustainability Report, open to public access.</p>
C. Social Principles		
C1. Human Rights and Employee Rights		
47	Establishes the Corporate Human Rights and Employee Rights Policy in which full compliance with the legal framework and legislation regulating the human rights and business life in Turkey, the Universal Declaration of Human Rights, ILO Conventions that Turkey committed to implement is committed.	<p>Our 2020 Sustainability Report included our commitment to " Creating decent employment, implementing equal pay for equal work policy, complying with the international principles set forth in the Universal Declaration of Human Rights, the International Labor Organization's (ILO) Declaration of Fundamental Principles and Rights at Work, and the UNGP (United Nations Guiding Principles on Business and Human Rights) as well as labor rights based on national legislation". MATERIAL ISSUES, SUSTAINABLE DEVELOPMENT GOALS (SDG) MAP, 2020 Sustainability Report, Page 30</p> <p>Our Board of Directors has prepared a "Code of Ethics" and a related handbook, which is also published on our website, within the framework of Corporate Governance Principles. Turkish Airlines defines its 'Code of Ethics' as the fundamental policies, procedures and rules that all executives and employees are obligated to comply with. BUSINESS ETHICS, 2020 Sustainability Report, Page 38,39</p> <p>As the flag carrier of the Republic of Turkey and a global value, we go beyond our responsibility to respect human rights where applicable, by integrating our responsibility to respect human rights in all our activities, including passenger transportation, cargo transportation and education in all countries where we operate. In this context, we act in accordance with the international principles set forth in the Universal Declaration of Human Rights, the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights, and within the framework of national legislation regulating human rights and working life.</p>

		<p>HUMAN RIGHTS,2020 Sustainability Report, Page 114,115 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>HUMAN RESOURCES POLICY, Turkish Airlines 2021 Annual Report</p> <p>HUMAN RESOURCES POLICY, 1 JANUARY – 31 DECEMBER 2020 BOARD ACTIVITY REPORT, Page 28,29 https://investor.turkishairlines.com/documents/boards-activity-report/4q2020-boards-activity-report-06012022.pdf</p> <p>The preparation process of our Human Rights Policy has been completed and it is planned to be published in 2022. Our Policy is going to include the topics of Respect for Human Rights, Diversity and Equal Opportunity, Forced Labor, Modern Slavery, Human Trafficking, Child Labor, Combating Bribery and Corruption, Working Conditions and Work-Private Life Balance, Remuneration, Education and Development Opportunities, Social Rights, Collective Bargaining And it will include the titles of Right to Organize, Protection of Personal Data, Safety and Trust Culture, Safe and Healthy Workplace, Environmental Awareness and Implementation Principles.</p>
48	Discloses the policy in question and the roles and responsibilities associated with its implementation.	<p>Our Code of Ethics is publicly available on the Turkish Airlines Investor Relations website under the Corporate Governance tab, under the heading "Code of Ethics" in the Sustainability section.</p> <p>CODE OF ETHICS: https://investor.turkishairlines.com/documents/sustainability/etik_degerler_en.pdf</p> <p>Turkish Airlines defines its ‘Code of Ethics’ as the fundamental policies, procedures and rules that all executives and employees are obligated to comply with.</p> <p>BUSINESS ETHICS, 2020 Sustainability Report, Page 38,39 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>The task definitions of the employees are regularly published on the intranet page of Turkish Airlines. All employees can access the task definition via the intranet page of Turkish Airlines.</p> <p>HUMAN RESOURCES POLICY, 1 JANUARY – 31 DECEMBER 2020 BOARD ACTIVITY REPORT, Page 28,29 https://investor.turkishairlines.com/documents/boards-activity-report/4q2020-boards-activity-report-06012022.pdf</p> <p>The human resources policy covers key areas, including human resources planning, determination of job descriptions, shaping corporate culture and awareness, staff employment, feedback system, training and development, personnel affairs, social and economic rights, ensuring employee satisfaction, and establishing work order, discipline and awards. In addition, all Turkish Airlines personnel are obliged to comply with the applicable laws, rules, and regulations, under the scope of their job description within the organizational structure.</p> <p>HUMAN RESOURCES POLICY, Turkish Airlines 2021 Annual Report</p> <p>The preparation process of our Human Rights Policy has been completed and it is planned to be published in 2022. Our Policy is going to include the topics of Respect for Human Rights, Diversity and Equal Opportunity, Forced Labor, Modern Slavery, Human Trafficking, Child Labor, Combating Bribery and Corruption, Working Conditions and Work-Private Life Balance, Remuneration,</p>

		<p>Education and Development Opportunities, Social Rights, Collective Bargaining And it will include the titles of Right to Organize, Protection of Personal Data, Safety and Trust Culture, Safe and Healthy Workplace, Environmental Awareness and Implementation Principles.</p>
<p>49</p>	<p>Provides equal opportunity in recruitment processes.</p>	<p>The Incorporation has in place a Human Resources Policy, which has been approved by the Board of Directors and any and all actions for sub-departments and all personnel, which are organized based on the processes, are carried out in accordance with the regulations. The principle for equal opportunities for the persons with equal requirements is adopted during recruitment and career planning processes. The procedures and principles of recruitment processes of our Incorporation are specified under the Employment Procedure of the Incorporation and in the employment process charts. All measures are taken in order not to discriminate based on race, religion, nationality and gender and in order to protect the employees against any physical, mental and emotional abuses.</p> <p>HUMAN RESOURCES POLICY, 1 JANUARY – 31 DECEMBER 2020 BOARD ACTIVITY REPORT, Page 28,29 https://investor.turkishairlines.com/documents/boards-activity-report/4q2020-boards-activity-report-06012022.pdf</p> <p>It is the Company’s policy to provide equal employment opportunities and to treat applicants and employees in all interactions with the Company without regard to personal characteristics such as race, color, religion, gender, sexual orientation, age, sex, creed, citizenship status, national origin, marital status, pregnancy, disability, or veteran status.</p> <p>CODE OF ETHICS, 5.1.Fair and Equitable Treatment, Page 14 https://investor.turkishairlines.com/documents/sustainability/etik_degerler_en.pdf</p> <p>HUMAN RIGHTS,2020 Sustainability Report, Page 114,115 DIVERSITY AND GENDER EQUALITY,2020 Sustainability Report, Page 103,104 PERFORMANCE TABLES, Breakdown of new employee hires by age group, gender and geographic region, 2020 Sustainability Report, Page 118 MATERIAL ISSUES, SUSTAINABLE DEVELOPMENT GOALS (SDG) MAP, 2020 Sustainability Report, Page 30 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>Turkish Airlines signed the voluntary IATA initiative “25by2025”, which was created to increase by 25% the representation of women in high-level or under-represented roles in the industry until 2025; thus, it has added a new one to its efforts to improve gender balance. Within the scope of the "25by2025" initiative, our Incorporation has reported data on the ratio of female-male employees to IATA. We are planning to develop an employment and assignment strategy to achieve the target.</p> <p>Diversity and Equal Opportunity is one of the main topics in our Human Rights Policy, which is planned to be published in 2022.</p>

<p>50</p>	<p>Considering the supply and value chain effects, it includes fair workforce, improvement of labor standards, women's employment and inclusion (such as non-discrimination on women, men, gender, religious belief, language, ethnicity, race, age, disability, refugee etc.) in its policies.</p>	<p>Our partnership contributes to the commercial and economic development of supplier companies through the purchase of goods and services. In the service contracts signed with the suppliers, articles regarding the protection of the social rights of the employees and the environment are included. Thus, our Incorporation aims to spread its corporate understanding in the environmental and social fields through its commercial partners.</p> <p>RESPONSIBLE SUPPLY CHAIN MANAGEMENT, 2020 Sustainability Report, Page 46</p> <p>CORPORATE SUSTAINABILITY MANAGEMENT, 2020 Sustainability Report, Page 22,23</p> <p>DIVERSITY AND GENDER EQUALITY,2020 Sustainability Report, Page 103,104</p> <p>HUMAN RIGHTS,2020 Sustainability Report, Page 114,115</p> <p>https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>OCCUPATIONAL HEALTH AND SAFETY, Turkish Airlines 2021 Annual Report</p> <p>A SUSTAINABLE QUALITY APPROACH WITH THE COMPLIANCE MONITORING SYSTEM, Turkish Airlines 2021 Annual Report</p> <p>CODE OF ETHICS:</p> <p>https://investor.turkishairlines.com/documents/sustainability/etik_degerler_en.pdf</p> <p>During 2021, working to prepare of the "Supplier Code of Conduct" document continued. It is going to be published in 2022 and shared with suppliers.</p> <p>The preparation process of our Human Rights Policy has been completed and it is planned to be published in 2022. Our Policy is going to include the topics of Respect for Human Rights, Diversity and Equal Opportunity, Forced Labor, Modern Slavery, Human Trafficking, Child Labor, Combating Bribery and Corruption, Working Conditions and Work-Private Life Balance, Remuneration, Education and Development Opportunities, Social Rights, Collective Bargaining And it will include the titles of Right to Organize, Protection of Personal Data, Safety and Trust Culture, Safe and Healthy Workplace, Environmental Awareness and Implementation Principles.</p>
<p>51</p>	<p>Announces the measures taken along the value chain for the protection of groups vulnerable to certain economic, environmental, social factors (low-income groups, women, etc.) or minority rights / equality of opportunity.</p>	<p>Our partnership contributes to the commercial and economic development of supplier companies through the purchase of goods and services. In the service contracts signed with the suppliers, articles regarding the protection of the social rights of the employees and the environment are included. Thus, our Incorporation aims to spread its corporate understanding in the environmental and social fields through its commercial partners.</p> <p>RESPONSIBLE SUPPLY CHAIN MANAGEMENT, 2020 Sustainability Report, Page 46</p> <p>DIVERSITY AND GENDER EQUALITY,2020 Sustainability Report, Page 103,104</p> <p>ACCESSIBILITY, 2020 Sustainability Report, Page 95,96</p> <p>HEALTH, SAFETY AND WELL-BEING-COVID-19 MEASURES AND ENSURING HEALTHY AND SAFE FLIGHT CONDITIONS, 2020 Sustainability Report, Page 111</p> <p>MATERIAL ISSUES,SUSTAINABLE DEVELOPMENT GOALS (SDG) MAP, 2020 Sustainability Report, Page 29, 30</p> <p>CONTRIBUTION TO LOCAL DEVELOPMENT AT OUR DESTINATIONS, 2020 Sustainability Report, Page 46</p> <p>https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p>

		<p>CODE OF ETHICS: https://investor.turkishairlines.com/documents/sustainability/etik_degerler_en.pdf</p> <p>OCCUPATIONAL HEALTH AND SAFETY, Turkish Airlines 2021 Annual Report A SUSTAINABLE QUALITY APPROACH WITH THE COMPLIANCE MONITORING SYSTEM, Turkish Airlines 2021 Annual Report</p> <p>Turkish Airlines signed the voluntary IATA initiative “25by2025”, which was created to increase by 25% the representation of women in high-level or under-represented roles in the industry until 2025; thus, it has added a new one to its efforts to improve gender balance. Within the scope of the "25by2025" initiative, our Incorporation has reported data on the ratio of female-male employees to IATA. We are planning to develop an employment and assignment strategy to achieve the target.</p> <p>Diversity and Equal Opportunity is one of the main topics in our Human Rights Policy, which is planned to be published in 2022.</p> <p>During 2021, working to prepare of the "Supplier Code of Conduct" document continued. It is going to be published in 2022 and shared with suppliers.</p>
52	<p>Reports developments regarding discrimination, inequality, human rights violations, forced labor and preventive and corrective practices.</p>	<p>Ethical Way”, an Ethics Reporting Line, a whistleblowing system has been established to enable Turkish Airlines’ employees to anonymously report on any breach of our corporate principles or ethical issues including discrimination, bribery, conflict of interest or anti- competition practices. Ethical Way is managed by a completely independent third party company and is dedicated to Turkish Airlines employees’ questions and/or reporting about ethical concerns.</p> <p>BUSINESS ETHICS, 2020 Sustainability Report, Page 38,39 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>In 2021, 179 applications made to the Ethics Reporting Line were evaluated. These notifications were mainly related to the issues of “act that disrupts the labor peace” and “action against business discipline”. All of these issues were considered in detail by Turkish Airlines Ethics Board and it was decided to inform the concerned employees and departments to ensure that necessary actions are taken and administrative sanctions were imposed on behaviors contrary to work discipline.</p>
53	<p>Announces the regulations for not employing child labor.</p>	<p>In all our activities and under the umbrella of our Incorporation, national and international legal and other conditions regarding the use of child labor are complied with, and child labor is strictly not used. The supply chain and stakeholders are expected to comply with this clause. The requirement of “to be over the age of 18 on the date of starting the job” in the Human Resources Procedure is not required for the title of Vocational Student only in the recruitment of foreign local personnel. In all other employment processes, this condition is applied without exception.</p> <p>HUMAN RIGHTS, 6.We do not use child labor,2020 Sustainability Report, 114, 115 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>HUMAN RESOURCES POLICY, 1 JANUARY – 31 DECEMBER 2020 BOARD ACTIVITY REPORT, Page 28,29 https://investor.turkishairlines.com/documents/boards-activity-report/4q2020-boards-activity-report-06012022.pdf</p>

		<p>HUMAN RESOURCES POLICY, Turkish Airlines 2021 Annual Report https://investor.turkishairlines.com/documents/faaliyet-raporlari/thy_annual-report_2020.pdf</p> <p>"Non-Use of Child Labor" is one of the main issues in our Human Rights Policy, which has been prepared and is planned to be published in 2022.</p>
54	Announces policies regarding investment in employees (training, improvement policies), compensation, vested benefits, right to unionize, work / life balance solutions and talent management.	<p>Our priority is the development of our employees, who are the essential power lying behind all our achievements, as well as to enable them to work in a motivated and contented manner. We will continue to add value to our employees through the working environment, social facilities, career opportunities and trainings we offer jointly with domestic and international institutions.</p> <p>OUR STRATEGIC PRIORITIES, CREATING VALUE FOR EMPLOYEES, 2020 Sustainability Report, Page 17</p> <p>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING, 2020 Sustainability Report, Page 98</p> <p>EMPLOYEE ENGAGEMENT AND SATISFACTION, IMPROVING THE EMPLOYEE EXPERIENCE, Page 100,101</p> <p>DIVERSITY AND GENDER EQUALITY, 2020 Sustainability Report, Page 103,104</p> <p>CAREER DEVELOPMENT, 2020 Sustainability Report, Page 104</p> <p>TRAINING, 2020 Sustainability Report, Page 105-108</p> <p>https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>TRAINING POLICY: https://www.turkishairlines.com/en-int/press-room/about-us/our-policy/index.html</p> <p>HUMAN RESOURCES POLICY, 1 JANUARY – 31 DECEMBER 2020 BOARD ACTIVITY REPORT, Page 28,29 https://investor.turkishairlines.com/documents/boards-activity-report/4q2020-boards-activity-report-06012022.pdf</p> <p>We, as Turkish Airlines, comply with national regulations about freedom of association and rights of collective bargaining. In 2021, 87% of the Incorporation’s employees are members of Hava-İş Union.</p> <p>We take various actions to support the career development of our employees and to meet our workforce needs with our existing human resources. We have a website where we publish our internal advertisements; Employees can participate in the selection and evaluation processes by applying for positions that are suitable for them. Work on adding a tab to this website where employees can submit their unit change requests, even when the posting is not open, was completed in 2021 to a large extent, and it is planned to go live in 2022. In addition to these, programs are opened for our employees who want to continue their careers in our offices abroad. The selection and evaluation process of the first of these, the Foreign Accounting Chief Candidate School, continues. It is planned to expand these programs.</p>

55	Determines dispute resolution processes by creating mechanisms for employee complaints and dispute resolution.	<p>“Ethical Way”, an Ethics Reporting Line, a whistleblowing system has been established to enable Turkish Airlines’ employees to anonymously report on any breach of our corporate principles or ethical issues including discrimination, bribery, conflict of interest or anti- competition practices. Ethical Way is managed by a completely independent third party company and is dedicated to Turkish Airlines employees’ questions and/or reporting about ethical concerns.</p> <p>BUSINESS ETHICS, 2020 Sustainability Report, Page 38,39 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>In 2021, 179 applications made to the Ethics Reporting Line were evaluated. These notifications were mainly related to the issues of “act that disrupts the labor peace” and “action against business discipline”. All of these issues were considered in detail by Turkish Airlines Ethics Board and it was decided to inform the concerned employees and departments to ensure that necessary actions are taken and administrative sanctions were imposed on behaviors contrary to work discipline.</p> <p>ETHICAL RULES AND SOCIAL RESPONSIBILITY, Turkish Airlines 2021 Annual Report</p>
56	Regularly announces the activities carried out to ensure employee satisfaction.	<p>EMPLOYEE ENGAGEMENT AND SATISFACTION, IMPROVING THE EMPLOYEE EXPERIENCE, 2020 Sustainability Report, Page 100,101 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>Activities, trainings and voluntary trainings for the career development of our employees are mentioned in Article 62.</p>
57	Establishes occupational health and safety policies and declares to the public.	<p>HEALTH, SAFETY AND WELL-BEING, 2020 Sustainability Report, Page 109, 111 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>OCCUPATIONAL HEALTH AND SAFETY, Turkish Airlines 2021 Annual Report OCCUPATIONAL HEALTH AND SAFETY POLICY: https://www.turkishairlines.com/en-int/press-room/about-us/our-policy/index.html</p>
58	Announces precautions taken to prevent occupational accidents and protect health and accident statistics.	<p>Our injury weight rate in 2021 is 7.46. Thus, We have achieved our aim of keeping the injury weight rate below 9.</p> <p>HEALTH, SAFETY AND WELL-BEING, 2020 Sustainability Report, Page 109, 111 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>OCCUPATIONAL HEALTH AND SAFETY, Turkish Airlines 2021 Annual Report FLIGHT OPERATIONS, Turkish Airlines 2021 Annual Report</p> <p>As in 2020, efforts to meticulously implement hygiene rules in all our activities continued in accordance with the contents of the Ministry of Health's COVID-19 guidelines; contact tracing and filiation studies continued. HES Code, risky/risk-free information checks are carried out by the SAP system integrated with the Ministry of Health for all personnel during entry and exit to the buildings of our Incorporation. In addition, HES Code inquiries are made for visitors at the entrance to the building. The number of PCR test centers, which was 2 in 2020, was increased to 5 in 2021. Some improvements have been achieved in the delivery of services.</p>

		Due to the pandemic, face-to-face Occupational Health and Safety trainings could not be given in 2021, but online trainings continued. Basic OHS Virtual Classroom Training was provided to 297 employees, OHS Online Training to 3583 employees, Search-Rescue-Evacuation Teams Virtual Classroom Training to 220 employees, and Fire Fighting Virtual Classroom Training to 153 employees.
59	Establishes data protection and protection of personal data policies and declares to the public.	<p>INFORMATION SECURITY POLICY: https://www.turkishairlines.com/en-int/press-room/about-us/our-policy/index.html</p> <p>INFORMATION SECURITY, Turkish Airlines 2021 Annual Report CUSTOMER SOLUTIONS APPLICATIONS, Turkish Airlines 2021 Annual Report</p>
60	Establishes an ethical policy (including works such as business, business ethics, compliance processes, advertising and marketing ethics, open information etc.) and declares to the public.	<p>BUSINESS ETHICS, 2020 Sustainability Report, Page 38,39 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>Turkish Airlines defines its 'Code of Ethics' as the fundamental policies, procedures and rules that all executives and employees are obligated to comply with. These rules have been established to ensure that Turkish Airlines' executives and employees show high standards of ethical conduct, that they are aware of the impact of their acts and attitudes on the Incorporation, and that they exhibit highly qualified behaviors. Our Code of Ethics is publicly available on the Turkish Airlines Investor Relations website under the Corporate Governance tab, under the heading "Code of Ethics" in the Sustainability section.</p> <p>CODE OF ETHICS: https://investor.turkishairlines.com/documents/sustainability/etik_degerler_en.pdf</p>
61	Announces the work within the scope of social investment, social responsibility, financial inclusion and access to finance.	<p>DONATION POLICY: https://investor.turkishairlines.com/en/corporate-governance/donation-policy</p> <p>OUR CONTRIBUTIONS TO ECONOMIC AND SOCIAL DEVELOPMENT, 2020 Sustainability Report, Page 44,45 OUR STRATEGIC PRIORITIES, 2020 Sustainability Report, Page 16, 17 SUSTAINABLE DEVELOPMENT GOALS (SDG) MAP, 2020 Sustainability Report, Page 29, 30 ADDING VALUE TO THE SOCIETY, 2020 Sustainability Report, Page 112 ACCESSIBILITY, 2020 Sustainability Report, Page 95,96 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>Our corporate social responsibility focus areas are "Education, Science and Technology, Culture and Art, Sports, Employee Engagement, Humanitarian Aid and Equal Opportunity". In this direction, we often collaborate with disadvantaged individuals/groups, NGOs working for children, various associations/foundations, universities, humanitarian aid organizations, associations and foundations working in the field of disaster and poverty, official institutions, and organizations such as sports clubs and federations.</p> <p>Our social responsibility projects can be seen with details in the following link. https://www.turkishairlines.com/en-us/press-room/our-social-responsibility-projects/index.html</p> <p>Our sponsorships can be seen in the following link. https://www.turkishairlines.com/en-us/press-room/sponsorships/</p>

<p>62</p>	<p>Organizes information meetings and training programs for employees on ESG policies and practices.</p>	<p>ENVIRONMENTAL TRAININGS, 2020 Sustainability Report, Page 56 ETHICS TRAININGS, 2020 Sustainability Report, Page 38 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>The total training hours given to our employees on Ethics, Bribery and Corruption during 2021 are 5,945. 1373 of our employees received "Greenhouse Gas Awareness Training" and 2989 of our employees received "ISO 14001 Environmental Management System and Waste Management". Online Occupational Health and Safety Training was provided to 150.910 employees.</p> <p>Turkish Airlines has focused on training activities from the beginning of the pandemic process to make the best use of the remote working period and to ensure that our employees are stronger and prepared for the post-pandemic period. The trainings that all our employees can attend are offered in a virtual environment and easy access is provided. 42605 virtual classroom training sessions were conducted with various contents shaped according to the demands of our more than 30 thousand employees. In interactive trainings, both the advantage of live narration was gained and the opportunity of one-to-one communication between trainees and trainers was provided. In the "Live Broadcast Youtube Seminars" launched on the Aviation Academy Youtube Channel, 13 live broadcasts were made throughout 2021. In this way, our employees were provided with guidance on how to manage psychology during the pandemic process and tips that will enable efficient remote working through experts in their fields. In addition, a Youtube Seminar on "Climate Change and Sustainable Future" was held by Disaster Management Lecturer Prof. Dr. Mikdat KADIOĞLU. Thus, our employees were helped to raise awareness about climate change.</p> <p>In order to contribute to the professional development of our colleagues, 10 different certificate programs have been prepared for the 2021-2022 period. One of these certificate programs is the "Sustainable Growth and Quality Management Certificate Program" and there are 11 different training modules in the related program and the program lasts for 2 months.</p> <p>The total training hours completed by our employees in 2021 is 330,088 hours.</p> <p>It is planned that our training on "Sustainability", which is currently in the design phase, will be offered to all our employees online in 2022.</p>
-----------	--	--

C2. Stakeholders, International Standards and Initiatives

<p>63</p>	<p>Carries out its activities in the field of sustainability by taking into account the needs and priorities of all stakeholders (employees, customers, suppliers and service providers, public institutions, shareholders, society and non-governmental organizations, etc.).</p>	<p>CORPORATE SUSTAINABILITY MANAGEMENT, 2020 Sustainability Report, Page 22 OUR SUSTAINABILITY STRATEGY, 2020 Sustainability Report, Page 24 SUSTAINABILITY POLICY, 2020 Sustainability Report, Page 25,26 MATERIAL ISSUES, 2020 Sustainability Report, Page 27,28 SUSTAINABLE DEVELOPMENT GOALS (SDGS) MAP,2020 Sustainability Report, Page 29 ENGAGING WITH STAKEHOLDERS, 2020 Sustainability Report, Page 31,32 COLLABORATIONS WITH ORGANIZATIONS & ASSOCIATIONS, 2020 Sustainability Report, Page 33 COMMUNICATION WITH SHAREHOLDERS, 2020 Sustainability Report, Page 36 OUR CONTRIBUTIONS TO ECONOMIC AND SOCIAL DEVELOPMENT, 2020 Sustainability Report, Page 44,45 CONTRIBUTION TO LOCAL DEVELOPMENT AT OUR DESTINATIONS, 2020 Sustainability Report, Page 46 CUSTOMER SATISFACTION, 2020 Sustainability Report, Page 89 DIALOG WITH OUR PASSENGERS,2020 Sustainability Report, Page 90 CUSTOMER SATISFACTION MEASUREMENT AND SURVEY, 2020 Sustainability Report, Page 91 ACCESSIBILITY, 2020 Sustainability Report, Page 95 EMPLOYEE AND MANAGEMENT RELATIONS, 2020 Sustainability Report, Page 95 DEVELOPMENT OF INNOVATION CULTURE AND PROMOTION OF EMPLOYEE ENGAGEMENT, 2020 Sustainability Report, Page 99 IMPROVING THE EMPLOYEE EXPERIENCE, 2020 Sustainability Report, Page 101 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>A roadmap of our sustainability strategy has been created by evaluating our long-term goals and the risks and opportunities in achieving these goals, within the framework of material issues that we have determined in line with the mission, vision and core values of our partnership, taking into account the expectations of our stakeholders. Turkish Airlines uses various channels to engage with its internal stakeholders including shareholders/financial partners/investors and employees as well as external stakeholders including government, certification bodies, business partners, customers, suppliers, communities, NGOs and academic institutions. Please refer to the page 32 of the 2020 Sustainability Report to see more detailed information about the key material topics and aspect boundaries and stakeholder engagement pathways as well as the frequency of our engagement and matters engaged upon.</p>
<p>64</p>	<p>Regulates and publicly discloses a customer satisfaction policy regarding the management and resolution of customer complaints.</p>	<p>Our customer satisfaction policy on the corporate website of Turkish Airlines is open to public access at https://www.turkishairlines.com/en-tr/press-room/about-us/our-policy/index.html</p> <p>CUSTOMER SATISFACTION, 2020 Sustainability Report, Page 89 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p>
<p>65</p>	<p>Conducts stakeholder communication continuously and transparently; announces which stakeholders, for what purpose, on what</p>	<p>THE PROCESS OF DETERMINING MATERIAL ISSUES, 2020 Sustainability Report, Pages 27, 28 ENGAGING WITH STAKEHOLDERS, 2020 Sustainability Report, Pages 31,32 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>In 2021; the developments in the environment are included in the 35th article,</p>

	<p>issue and how often it communicates and the developments in sustainability activities.</p>	<p>the activities on social issues in the 61st, and the practices carried out within the scope of employee loyalty and satisfaction in the 55th and 56th article. The details of our current work for 2021 will be publicly available in our 2021 Sustainability Report.</p>
<p>66</p>	<p>Publicly discloses the international reporting standards it has adopted (Carbon Disclosure Project (CDP), Global Reporting Initiative (GRI), International Integrated Reporting Council (IIRC), Sustainability Accounting Standards Board (SASB), Task Force on Climate-Related Financial Disclosures (TCFD) etc.) .</p>	<p>ABOUT THE REPORT, 2020 Sustainability Report, Page 3 GRI CONTENT INDEX, 2020 Sustainability Report, Pages 126-131 In our reporting process for 2020, we received the opinions of our investors on material issues through survey method. In addition, we have taken into consideration the material issues stated by the Sustainability Accounting Standards Board (SASB) for our industry as well as the expectations of the Task Force on Climate-related Financial Disclosure (TCFD) and our national and international aviation sector stakeholders, the General Directorate of Civil Aviation (SHGM), the International Civil Aviation Organization (ICAO) and the International Air Transport Association (IATA). MATERIAL ISSUES, 2020 Sustainability Report, Page 27 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf TURKISH AIRLINES INC. CDP Climate Change Program 2021 Report FY 2020 https://investor.turkishairlines.com/documents/sustainability/turk-hava-yollari-inc.pdf</p>
<p>67</p>	<p>Announces the international organizations or principles of which it is a signatory or member (Equator Principles, United Nations Environment Programme Finance Initiative (UNEP-FI), United Nations Global Principles (UNGC), United Nations Principles for Responsible Investment (UNPRI) etc.), the international principles it has adopted (such as the International Capital Markets Association (ICMA) Green / Sustainable Bond Principles) to the public.</p>	<p>ENVIRONMENTAL MANAGEMENT, 2020 Sustainability Report, Pages 52,53 COLLABORATIONS WITH ORGANIZATIONS & ASSOCIATIONS, 2020 Sustainability Report, Page 33 “United for Wildlife Buckingham Palace Declaration (UFW)”: Turkish Airlines signed the “United for Wildlife Buckingham Palace Declaration (UFW)”, which aims to prevent the illegal trade of wild animals supported by IATA and raise sectoral awareness on this issue, to prevent illegal trade of wild animal parts such as ivory, rhino horn, tortoiseshell and raise awareness. (BIODIVERSITY, 2020 Sustainability Report, Page 64) https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p>

68	<p>Makes concrete efforts to be included in Borsa Istanbul Sustainability Index and international sustainability indices (Dow Jones Sustainability Index, FTSE4Good, MSCI ESG Indices, etc.)</p>	<p>SUSTAINABILITY ASSESSMENTS, 2020 Sustainability Report, Page 57 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>SUSTAINABILITY APPROACH AND INCORPORATION'S SUSTAINABILITY MANAGEMENT, Turkish Airlines 2021 Annual Report</p> <p>Our Incorporation is entitled to be included in the BIST Sustainability Index during December 2020 - October 2021 also, in which companies with high level performances on corporate sustainability and traded on Borsa Istanbul. https://borsaistanbul.com/en/duyuru/3221/bist-sustainability-index-constituents-for-december-2020-october-2021-index-period-have-been-determined</p> <p>In 2021, THY A.O voluntarily participated in the performance evaluations of international indices and sustainability rating organizations such as DJSI, FTSE4Good, MSCI, EcoVadis, Sustainalytics, CDP and TPI, and information related to the subject will be publicly available in our 2021 Sustainability Report.</p>
D. Corporate Governance Principles		
69	<p>Exerts maximum effort to comply with all Corporate Governance principles as well as the mandatory Corporate Governance principles within the scope of the Capital Markets Board Corporate Governance Communiqué numbered II-17.1.</p>	<p>STATEMENT OF COMPLIANCE WITH CORPORATE GOVERNANCE PRINCIPLES, Turkish Airlines 2021 Annual Report CORPORATE GOVERNANCE PRINCIPLES COMPLIANCE REPORT, Turkish Airlines 2021 Annual Report</p>
70	<p>Takes into account the sustainability issue, the environmental impacts of its activities and the principles in this regard while determining its corporate governance strategy.</p>	<p>OUR STRATEGIC PRIORITIES, 2020 Sustainability Report, Page 16,17 CORPORATE SUSTAINABILITY MANAGEMENT, 2020 Sustainability Report, Page 22, 23 OUR SUSTAINABILITY STRATEGY, 2020 Sustainability Report, Page 24 SUSTAINABILITY POLICY, 2020 Sustainability Report, Page 25 MATERIAL ISSUES, MATERIAL ISSUES MATRIX, 2020 Sustainability Report, Page 27,28 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>A roadmap of our sustainability strategy has been created by evaluating our long-term goals and the risks and opportunities in achieving these goals, within the framework of material issues that we have determined in line with the mission, vision and core values of our partnership, taking into account the expectations of our stakeholders. With this roadmap, four focal points have been determined as people, planet, prosperity and governance function. Our Sustainability Strategy: To consider all the emergent impacts of environmental, social, and economic in a holistic manner and together with efficient risk management; is to create value in the future as well by going beyond today's achievements with our understanding of business excellence and innovativeness in the light of expectations of employees, customers, suppliers, subsidiaries all business partners, and shareholders along with global trends.</p>

71	<p>As stated in the Corporate Governance Principles, it takes the necessary measures to comply with the principles regarding the stakeholders and to strengthen the communication with the stakeholders.</p>	<p>CORPORATE GOVERNANCE PRINCIPLES COMPLIANCE REPORT, CORPORATION'S POLICY ON STAKEHOLDERS, TURKISH AIRLINES 2021 ANNUAL REPORT CORPORATE GOVERNANCE PRINCIPLES COMPLIANCE REPORT, SUPPORTING THE PARTICIPATION OF THE STAKEHOLDERS IN THE CORPORATION'S MANAGEMENT, TURKISH AIRLINES 2021 ANNUAL REPORT</p>
72	<p>Applies to the opinions of stakeholders in determining measures and strategies in the field of sustainability.</p>	<p>At the core of our sustainability approach are our stakeholders. Our success goes in pair with satisfaction of and value creation for our stakeholders.</p> <p>ENGAGING WITH STAKEHOLDERS, 2020 Sustainability Report, Page 30, 31, 32</p> <p>By improving our sustainability strategy day by day with new practices, we continue to focus on the material issues that our stakeholders attach importance to and that may affect our operations. While determining these material issues, we take into account the general mission and strategy of our Incorporation, legal regulations, global trends, the views and concerns of our stakeholders, broad social expectations and our impact on the supply chain. In our reporting process for 2020, we received the opinions of our investors on material issues through survey method. In addition, we have taken into consideration the material issues stated by the Sustainability Accounting Standards Board (SASB) for our industry as well as the expectations of the Task Force on Climate-related Financial Disclosure (TCFD) and our national and international aviation sector stakeholders, the General Directorate of Civil Aviation (SHGM), the International Civil Aviation Organization (ICAO) and the International Air Transport Association (IATA). In addition, national and international trends, risks and opportunities, feedback from ESG evaluation companies are taken into consideration in our material issue determination process. In the coming years, we will continue to update our material issues in line with global developments and feedback from our stakeholders.</p> <p>MATERIAL ISSUES, THE PROCESS OF DETERMINING MATERIAL ISSUES, 2020 Sustainability Report, Page 27, 28 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p>
73	<p>Works on raising awareness about sustainability and its importance through social responsibility projects, awareness activities and trainings.</p>	<p>OUR STRATEGIC PRIORITIES, 2020 Sustainability Report, Page 17 2020 DEVELOPMENTS, 2020 Sustainability Report, Page 56 BUSINESS ETHICS, ETHICS TRAININGS, 2020 Sustainability Report, Page 38 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>CORPORATE SOCIAL RESPONSIBILITY, Turkish Airlines 2021 Annual Report CARGO, Turkish Airlines 2021 Annual Report</p> <p>While our social responsibility projects are detailed in Article 61, the details of our projects are available to the public on the Turkish Airlines corporate website at https://www.turkishairlines.com/tr-us/basin-room/social-responsibility-projects/</p> <p>Although the trainings given in this context in our partnership are mentioned in article 62, detailed information on the activities carried out will be included in our 2021 Sustainability Report.</p>

<p>74</p>	<p>Strives to become a member of international standards and initiatives on sustainability and to contribute to studies.</p>	<p>GRI, ABOUT THE REPORT, 2020 Sustainability Report,Page 3 ISAE 3000 & ISAE 3410 Standarts, ABOUT THE REPORT, 2020 Sustainability Report,Page 3 ISO14001:2015 & IEnvA , ENVIRONMENTAL MANAGEMENT, 2020 Sustainability Report, Page 52 COMMITTEES, ENVIRONMENTAL MANAGEMENT, 2020 Sustainability Report, Page 53 COLLABORATIONS WITH ORGANIZATIONS & ASSOCIATIONS, 2020 Sustainability Report, Page 33 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>ENVIRONMENTAL MANAGEMENT SYSTEMS, Turkish Airlines 2021 Annual Report</p> <p>The employees of our Incorporation have been selected by the national and international aviation authorities to take part in the implementation, continuity and improvement of sustainability studies in the Sustainability Committees of the unions of which we are members, taking into account their competencies and experiences, and they take an active role in these groups.</p> <ul style="list-style-type: none"> • IATA EOC (Environmental Oversight Council) Group, • IATA Sustainability Environmental Advisory Council, • TIACA (The International Air Cargo Association) Sustainability Working Group, • IATA Sustainability Environmental Advisory Council, Environmental Data Working Group • IATA Sustainability Environmental Advisory Council, Single Use Plastics Working Group • Star Alliance Sustainability Virtual Expert Community, • TSHA (Turkish Civil Aviation Academy), • CAE Inc. Consultant, • SHGM (General Directorate of Civil Aviation), Cabin Safety Group), • IATA Cabin Operations Safety Task Force
<p>75</p>	<p>Announces the policies and programs for anti-bribery and anti-corruption in terms of the principle of tax integrity.</p>	<p>Our Code of Ethics, which include Bribery, Corruption and Fair Marketing Practices are accessible to the public via the link https://investor.turkishairlines.com/documents/sustainability/etik_degerler_en.pdf under the Sustainability section of the Corporate Governance Tab of the Turkish Airlines Investor Relations Page.</p> <p>Public access to our Public Disclosure Policy is available through the link https://investor.turkishairlines.com/en/corporate-governance/public-disclosure-policy under the Corporate Governance Tab of the Turkish Airlines Investor Relations Page.</p> <p>Public access to our Dividend Policy is available through the link https://investor.turkishairlines.com/en/corporate-governance/dividend-policy under the Corporate Governance Tab of the Turkish Airlines Investor Relations Page.</p> <p>BUSINESS ETHICS, 2020 Sustainability Report, Pages 38-39 https://investor.turkishairlines.com/documents/sustainability/turkish-airlines-2020-sustainability-report_21_12_2021.pdf</p> <p>Corporate Governance Principles Compliance Report, Turkish Airlines 2021 Annual Report Continuing its activities in line with its flag carrier identity, our Incorporation adheres to its social responsibilities to the utmost in its activities and directs and</p>

		<p>supports its subsidiaries accordingly. Our Incorporation's Code Of Ethics has been prepared by our Board of Directors within the framework of the Corporate Governance Principles and published on the Incorporation's website. The Code of Ethics covers various issues such as compliance with the legislation, bribery and corruption, anti-competitive behavior, as well as our basic principles and values. In order to prevent possible risks that may arise in related matters, awareness raising activities are carried out for corporate governance bodies, business partners and our employees. Internal control measures have been introduced within our Incorporation in order to monitor these issues and ensure compliance with the rules. Within the framework of anti-corruption principles, our Incorporation adopts an established approach towards monitoring and developing anti-corruption systems, as well as detecting and preventing corruption and disciplinary actions. Our Incorporation conducts evaluations throughout the Incorporation, including the role of its senior management, DIR. Inspection Board, DIR. Security, Audit Committee, Ethics Committee, Disciplinary Committee, Human Resources and each of our employees.</p>
--	--	--