tunssh anamiss $)^{\prime!}$


$$
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$$

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$$
\therefore \dot{w}
$$



## 1Q'14 Results

## Aviation Market \& Economy

Turkish Market Growth (mn pax)

$20072008200920102011 \quad 2012 \quad 2013 \quad 2014 \mathrm{E}$ 2015E 2016E
Source: General Directorate of State Airports Authority (DHMI). (*):Adjusted for double count on Domestic Pax

## RPK Growth \%



Annual GDP Growth Forecast (2012-2032)


Annual RPK Growth Forecast (2012-2032)


## Turkish Airlines Diagonal Growth



## Destinations: 203* International Lines in 105 Countries



## Geographical Advantage



173 out of 203 international destinations More than $40 \%$ of world-wide international traffic Over 55 national capitals

## Global Market Share Gains



[^0]
## Passenger Traffic

Total Passengers (Mn)


Load Factor (L/F \%)
$\multimap$ Total L/F $\rightleftharpoons$ Domestic L/F $\multimap$ International L/F


THY Passenger Traffic 1Q'13 vs 1Q'14

| Landing | up by | $20.7 \%$ |
| :---: | :---: | :---: |
| ASK | up by | $21.5 \%$ |
| RPK | up by | $21.0 \%$ |
| Passenger | up by | $20.2 \%$ |
| L/F | up by | -0.3 pt |


|  | ANNUAL CHANGE (\%) |  |  |  |  |
| :--- | :---: | :---: | :---: | :---: | :---: |
|  | $\mathbf{2 0 0 9}$ | $\mathbf{2 0 1 0}$ | $\mathbf{2 0 1 1}$ | $\mathbf{2 0 1 2}$ | $\mathbf{2 0 1 3}$ |
| ASK | $22 \%$ | $15 \%$ | $25 \%$ | $18 \%$ | $21 \%$ |
| RPK | $17 \%$ | $19 \%$ | $23 \%$ | $27 \%$ | $23 \%$ |
| PAX | $11 \%$ | $16 \%$ | $12 \%$ | $20 \%$ | $24 \%$ |
| L/F (Pt) | -3.0 | 2.8 | -1.1 | 5.1 | 1.4 |

## Passenger Breakdown (1Q’2014)

Int'I to Int'l Transfer Passengers ('000)


Passenger Breakdown by Transfer Type


Int'l to int'l transfer passengers' share in total international passengers is $46 \%$.

Int'l. Passenger Breakdown by Geography



## Total Revenue and Expenses

Revenue (Mn\$)


Expenses (Mn\$)
$\square$ Fuel $\square$ Personnel ■Other


[^1]
## Revenue Breakdown (1Q'2014)

## Revenue by Business Type



## Revenue by Passenger Class



Revenue* by Geography


* Scheduled pax and cargo revenue

Revenue by Point of Sale


## Unit Revenue

## Revenue Per ASK (\$ cent)



8\% decrease in Total Scheduled RASK

- Yield pressures rising from local currency depreciations around the world
- Capacity investments at Sabiha Gokcen Airport (SAW)
- Increase in transfer passenger share
- Easter Holiday shift to April in 2014
- Political tensions in Russia, Ukraine, Thailand


## Operational Expense Breakdown

| (mn USD) | 1Q2013 | \% in Total | 1Q2014 | \% in Total | 1Q13/1Q14 Change |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Fuel | 769 | 37,3\% | 887 | 36,7\% | 15,4\% |
| Personnel | 385 | 18,7\% | 398 | 16,5\% | 3,5\% |
| Landing, Navigation \& Air Traffic | 169 | 8,2\% | 219 | 9,0\% | 29,7\% |
| Landing and Navigation | 74 | 3,6\% | 95 | 3,9\% | 27,5\% |
| Air Traffic Control | 94 | 4,6\% | 124 | 5,1\% | 31,4\% |
| Sales \& Marketing | 164 | 8,0\% | 194 | 8,0\% | 18,1\% |
| Commissions and Incentives | 76 | 3,7\% | 78 | 3,2\% | 2,7\% |
| Reservation System | 51 | 2,5\% | 56 | 2,3\% | 10,9\% |
| Advertising | 21 | 1,0\% | 38 | 1,6\% | 85,9\% |
| Other | 17 | 0,8\% | 22 | 0,9\% | 25,3\% |
| Depreciation | 164 | 7,9\% | 173 | 7,2\% | 5,7\% |
| Ground Handling | 126 | 6,1\% | 145 | 6,0\% | 15,5\% |
| Passenger Services \& Catering | 97 | 4,7\% | 126 | 5,2\% | 29,1\% |
| Aircraft Rent | 76 | 3,7\% | 127 | 5,3\% | 66,9\% |
| Operational Lease | 41 | 2,0\% | 36 | 1,5\% | -12,4\% |
| Wet Lease | 35 | 1,7\% | 91 | 3,8\% | 159,3\% |
| Maintenance | 55 | 2,7\% | 85 | 3,5\% | 54,7\% |
| General Administration | 17 | 0,8\% | 19 | 0,8\% | 12,5\% |
| Other | 40 | 2,0\% | 44 | 1,8\% | 9,2\% |
| TOTAL | 2.062 | 100\% | 2.418 | 100\% | 17,2\% |
| Operating Cost per ASK (USc) | 8,25 |  | 7,96 |  | -3\% |
| Ex-fuel Operating Cost per ASK (Usc) | 5,17 |  | 5,04 |  | -3\% |

## Unit Operating Costs

## Cost Per ASK (\$ cent)



## Operating Efficiency



* THY Technic, THY Habom and THY Aydın Çıldır Personnel is included.

Fuel Efficiency


Average Daily Flight Utilization (hrs)


## EBITDAR Margin



TURKISH AIRLINES

## Peer Group vs Turkish Airlines Profitability

## EBITDAR Margin \% Comparison

## 2013 Annual



1Q 2014


* Lufthansa Passenger Airlines. Others based on Group financials.

Source: Calculated based on public company reports.

## Peer Group vs Turkish Airlines Efficiency

PAX Per Personnel (2013)


Cost Per ASK (\$ Cent) 2013
$\square$ Others/AKK $\square$ Fuel/ASK $\square$ Personnel/ASK


* Lufthansa Passenger Airlines. Others based on Group financials.

Source: Calculated based on public company reports.

## Current Fleet as of $1 Q^{\prime} 14$

|  | Type | Total | Owned | Financial Lease | Opr./Wet Lease | Seat Capacity | Average Fleet Age | Year End Fleet* |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| Wide Body | A330-200 | 8 |  | 5 | 3 | 2,084 | 9.3 | 16 | 16 | 16 | 14 | 14 | 13 | 10 | 10 |
|  | A330-300 | 14 |  | 14 |  | 4,046 | 2.2 | 18 | 25 | 30 | 30 | 30 | 30 | 30 | 30 |
|  | A340-300 | 6 | 6 |  |  | 1,620 | 17.4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
|  | B777-3ER | 12 |  | 12 |  | 4,044 | 3.1 | 16 | 23 | 29 | 32 | 32 | 32 | 32 | 32 |
|  | Wet Lease | 3 |  |  | 3 | 936 | 6.8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|  | Total | 43 | 6 | 31 | 6 | 12,730 | 6.2 | 55 | 68 | 79 | 80 | 80 | 79 | 76 | 76 |
| Narrow Body | B737-900ER | 10 |  | 10 |  | 1,510 | 1.8 | 10 | 15 | 15 | 15 | 15 | 15 | 15 | 15 |
|  | B737-9 MAX |  |  |  |  |  |  | 0 | 0 | 0 | 0 | 0 | 5 | 10 | 10 |
|  | B737-800 | 52 | 14 | 28 | 10 | 8,284 | 7.6 | 58 | 58 | 78 | 77 | 68 | 68 | 68 | 68 |
|  | B737-800 WL | 25 | 10 |  | 15 | 4,475 | 12.4 | 32 | 31 | 29 | 29 | 27 | 27 | 17 | 17 |
|  | B737-8 MAX |  |  |  |  |  |  | 0 | 0 | 0 | 0 | 20 | 30 | 55 | 65 |
|  | B737-700 | 3 |  |  | 3 | 372 | 8.3 | 3 | 3 | 1 | 1 | 1 | 1 | 0 | 0 |
|  | B737-700 WL | 10 |  |  | 10 | 1,490 | 7.9 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|  | A320-200 | 33 |  | 12 | 21 | 5,284 | 7.3 | 33 | 30 | 30 | 23 | 19 | 12 | 12 | 12 |
|  | A321-200 | 42 |  | 39 | 3 | 7,721 | 3.7 | 43 | 56 | 66 | 68 | 68 | 68 | 66 | 64 |
|  | A320 NEO |  |  |  |  |  |  | 0 | 0 | 4 | 4 | 4 | 4 | 4 | 4 |
|  | A321 NEO |  |  |  |  |  |  | 0 | 0 | 0 | 4 | 31 | 56 | 88 | 88 |
|  | A319-100 | 14 |  | 6 | 8 | 1,848 | 6.0 | 14 | 14 | 14 | 11 | 9 | 8 | 6 | 6 |
|  | Total | 189 | 24 | 95 | 70 | 30,984 | 6.9 | 201 | 207 | 237 | 232 | 262 | 294 | 341 | 349 |
| Cargo | A310-300 | 2 | 2 |  |  | - | 25.8 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
|  | A330-200 | 5 |  | 5 |  | - | 2.0 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
|  | Wet Lease | 2 |  |  | 2 | - | 12.1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|  | Total | 9 | 2 | 5 | 2 | - | 9.2 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 |
|  | GRAND TOTAL | 241 | 32 | 131 | 78 | 43,714 | 6.9 | 263 | 282 | 323 | 319 | 349 | 380 | 424 | 432 |
|  |  |  |  |  |  | Seat Capacity Change : |  | 16\% | 11\% | 15\% | 0\% | 9\% | 8\% | 10\% | 1\% |

## Fleet Development

|  |  | 2011-2021 Aircraft Purchases |  |  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | Delivered* |  |  |  |  | To Be Delivered |  |  |  |  |  |  |  |  |
|  | Type | 2011 | 2012 | 2013 | 2014 | TOTAL | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | total |
| Wide Body | A330-300 | 3 | 3 | 2 | 2 | 10 | 4 | 7 | 5 |  |  |  |  |  | 16 |
|  | B777-3ER | 7 |  |  |  | 7 | 4 | 7 | 6 | 3 |  |  |  |  | 20 |
|  | Total | 10 | 3 | 2 | 2 | 17 | 8 | 14 | 11 | 3 |  |  |  |  | 36 |
| Narrow Body | B737-900ER | 2 | 7 | 1 |  | 10 |  | 5 |  |  |  |  |  |  | 5 |
|  | B737-9 MAX |  |  |  |  | 0 |  |  |  |  |  | 5 | 5 |  | 10 |
|  | B737-800 | 2 | 2 | 6 | 4 | 14 | 6 |  | 20 |  |  |  |  |  | 26 |
|  | B737-8 MAX** |  |  |  |  | 0 |  |  |  |  | 20 | 10 | 25 | 10 | 65 |
|  | A321 | 8 | 7 | 9 |  | 24 |  | 13 | 10 | 2 |  |  |  |  | 25 |
|  | A320 NEO |  |  |  |  | 0 |  |  | 4 |  |  |  |  |  | 4 |
|  | A321 NEO*** |  |  |  |  | 0 |  |  |  | 4 | 27 | 25 | 32 |  | 88 |
|  | A319 | 6 |  |  |  | 6 |  |  |  |  |  |  |  |  | 0 |
|  | Total | 18 | 16 | 16 | 4 | 54 | 6 | 18 | 34 | 6 | 47 | 40 | 62 | 10 | 223 |
| Cargo | A330-200F | 1 | 1 | 2 |  | 4 |  |  |  |  |  |  |  |  |  |
|  | Total | 1 | 1 | 2 |  | 4 |  |  |  |  |  |  |  |  |  |
|  | GRAND TOTAL | 29 | 20 | 20 | 6 | 75 | 14 | 32 | 45 | 9 | 47 | 40 | 62 | 10 | 259 |

* As of 1Q'14
** Including 15 optional aircraft in 2020 and 10 in 2021
*** Including 7 optional aircraft in 2018, 8 in 2019 and 20 in 2020


## Hedging Fuel Price Risk

Turkish Airlines Fuel Hedging Rate


- Around 16 mio barrels of hedged position on ICE BRENT as of March 31th, 2014
- The break-even price of the hedged position is \$101/bbl

- Active Surcharge Policy : $50 \%$ of fuel cost is reflected to ticket prices
- Decreasing layered hedging strategy (24 months)
- Crude oil based swaps and options
- Aim to reach $50 \%$ of budgeted consumption


## Hedging Currency Risk

Revenue by Currency (1Q'14)


Expenses by Currency (1Q'14)


## Hedging Policy - THY Currency Hedging Rate



- Monthly gradually decreasing layered hedging strategy.
- Sell EUR, Buy USD and TRY via forward contracts.
- Each contract for 24-month period.
- Target hedge levels: $30 \%$ for TRY, $25-35 \%$ for USD.
- Flexible hedge strategy with respect to conditions.


## Debt Management and Aircraft Financing

$$
\begin{gathered}
\text { As of 31.03.2014 } \\
\text { Total Debt :6.3 Bn USD } \\
\text { Weighted Average Interest Rate: } 3,8 \% \\
\text { Currency Type }
\end{gathered}
$$

Lease Type



## Financial Ratios as of 31 December 2013

## Net Debt / EBITDA



Adjusted Net Debt ${ }^{(1)} /$ EBITDAR

(1) Adjusted for the capitalization of operating leases including $55 \%$ of wet lease ( 7 x )
(2) Adjusted by the portion of financial costs within operating leases (35\%)

EBITDA / Net Interest Cost


EBITDAR / Adjusted Net Interest Cost ${ }^{(2)}$


Highlights: ‘ New ad reaches a record view count in Youtube’


Winner of 3 awards at the 2013 Skytrax World Airline Awards:
, Best Airline Europe

, Best Business Class Catering
, Best Airline in Southern Europe
The only 4 Star Airline in all categories in Europe


TURKISH AIRLINES

## THANK YOU



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Ms. Duygu İNCEÖZ, IR Manager

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E-Mail: ir@thy.com

## Balance Sheet

| Assets (mn USD) | 2009 | 2010 | 2011 | 2012 | 2013 | 1Q2014 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Cash and Equivalents | 871 | 581 | 934 | 1,028 | 647 | 706 |
| Trade Receivables | 295 | 374 | 405 | 434 | 538 | 676 |
| Other Current Assets | 693 | 1,304 | 802 | 704 | 940 | 1,040 |
| Total Current Assets | 1,858 | 2,259 | 2,140 | 2,166 | 2,125 | 2,421 |
| Net Fixed Assets | 3,195 | 4,168 | 5,873 | 7,121 | 8,041 | 8,336 |
| of which Aircraft and Engines | 2,914 | 3,822 | 5,319 | 6,392 | 7,030 | 7,277 |
| Other Non-Current Assets | 638 | 462 | 672 | 1,236 | 1,734 | 1,653 |
| Total Non-Current Assets | 3,834 | 4,629 | 6,545 | 8,357 | 9,775 | 9,989 |
| Total Assets | 5,692 | 6,888 | 8,685 | 10,523 | 11,901 | 12,410 |
|  |  |  |  |  |  |  |
| Liabilities (mn USD) | 2009 | 2010 | 2011 | 2012 | 2013 | 1Q2014 |
| Lease Obligations | 1,985 | 2,703 | 4,189 | 4,862 | 5,413 | 5,677 |
| Passenger Flight Liabilities | 390 | 436 | 677 | 936 | 1,201 | 1,664 |
| Accounts Payable | 371 | 476 | 461 | 510 | 680 | 654 |
| Other Liabilities | 659 | 850 | 976 | 1,183 | 1,345 | 1,259 |
| Total Liabilities | 3,404 | 4,464 | 6,303 | 7,491 | 8,638 | 9,255 |
| Total Shareholders Equity | 2,288 | 2,424 | 2,382 | 3,032 | 3,262 | 3,155 |
| of which Issued Capital | 581 | 647 | 635 | 673 | 647 | 630 |
| of which Retained Earnings | 572 | 827 | 723 | 779 | 1,017 | 1,303 |
| of which differences from currenct translation | 3 | 2 | 423 | 320 | 775 | 839 |
| of which restatement effect on shareholder's equity | 746 | 727 | 595 | 630 | 527 | 513 |
| Total Liabilities \& Shareholders Equity | 5,692 | 6,888 | 8,685 | 10,523 | 11,901 | 12,410 |

## Income Statement

| Income Statement (mn USD) | 2009 | 2010 | 2011 | 2012 | 2013 | 1Q2013 | 1Q2014 | 13/12 <br> Change |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Operating Revenue | 4.552 | 5.448 | 7.070 | 8.234 | 9.826 | 2.015 | 2.315 | 15\% |
| Operating Expenses (-) | 4.058 | 5.149 | 6.855 | 7.616 | 9.249 | 2.062 | 2.418 | 17\% |
| of which Fuel | 990 | 1.406 | 2.395 | 2.887 | 3.442 | 769 | 887 | 15\% |
| of which Personnel | 912 | 1.141 | 1.339 | 1.376 | 1.581 | 385 | 398 | 3\% |
| of which Depreciation | 302 | 297 | 486 | 574 | 650 | 164 | 173 | 6\% |
| of which Rent | 249 | 305 | 297 | 243 | 448 | 76 | 127 | 67\% |
| Net Operating Profit | 494 | 299 | 215 | 618 | 577 | -48 | -102 | -115\% |
| Income From Other Operations | 59 | 92 | 96 | 94 | 121 | 28 | 27 | -4\% |
| Loss From Other Operations (-) | 84 | 79 | 237 | 64 | 40 | 20 | 7 | -64\% |
| Profit from Operating Activities | 468 | 312 | 73 | 648 | 657 | -39 | -82 | -110\% |
| Income From Investment Activities |  |  | - | 274 | 69 | 18 | 13 | -29\% |
| Share of Investments' Profit (Loss) | 8 | -24 | 6 | 3 | 55 | 3 | -8 | -351\% |
| Financial Income | 112 | 47 | 158 | 48 | 27 | 37 | 8 | -79\% |
| Financial Expense (-) | 112 | 99 | 150 | 189 | 307 | 35 | 66 | 89\% |
| Profit Before Tax | 477 | 237 | 87 | 785 | 502 | -17 | -137 | -727\% |
| Tax (-) | 115 | 51 | 76 | 128 | 145 | -3 | -35 | -1237\% |
| Net Profit | 362 | 185 | 11 | 657 | 357 | -14 | -102 | -632\% |

## EBITDAR Calculation

| EBITDAR (mn USD) | 1Q2013 | 1Q2014 | Change |
| :---: | :---: | :---: | :---: |
| Sales Revenue | 2.015 | 2.315 | 15\% |
| Cost of Sales (-) | -1.769 | -2.086 | -18\% |
| GROSS PROFIT/(LOSS) | 245 | 230 | -6\% |
| General Administrative Expenses (-) | -58 | -65 | -12\% |
| Marketing and Sales Expenses (-) | -235 | -267 | -14\% |
| Other Operating Income | 28 | 27 | -4\% |
| Other Operating Expense (-) | -20 | -7 | 36\% |
| OPERATING PROFIT | -39 | -82 | -110\% |
| Adjustments | 15 | 4 | -73\% |
| Share of Investments' Loss Accounted by Using The Equity Method | 3 | -8 | -351\% |
| Income From Investment Assistance | 12 | 12 | 5\% |
| EBIT | -24 | -78 | -222\% |
| Cost of Sales_Depreciation | 154 | 163 | 5\% |
| General Administrative Expenses_Depreciation | 8 | 9 | 12\% |
| Marketing and Sales Expenses_Depreciation | 2 | 2 | 14\% |
| EBITDA | 139 | 94 | -32\% |
| Adjusted Operating Lease Expenses* | 53 | 70 | 31\% |
| Adjusted Short term Lease Expenses (Wet-lease)** | 19 | 50 | 159\% |
| EBITDAR | 212 | 215 | 1\% |
| EBITDAR MARGIN | 10,5\% | 9,3\% | -1,2pt |

(*): Adjusted for A/C heavy maintenance
${ }^{(* *)}$ : Adjusted for A/C Rent and heavy maintenance portion (Aprox. 55\%)

## Cargo Transportation



## Cargo Revenue Evolution (USD mn)



## Cargo Tonnage Carried ('000 Ton)



- Leading cargo carrier in total export and import cargo in Turkey.
- As of March 2014, operates 49 destinations with its 3 A310-300 and 6 A330-200F freighters besides 246 destinations with 232 passenger aircraft.


## Subsidiaries \& Affiliates

| Turkish Airlines Group1Q2014 |  | Number of Personnel | Revenue (mn USD) | \% of Sales to Turkish Airlines | Partnership Structure |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 1 | THY (Consolidated) | 23,613* | 2,315 | - | \%49 Öl̉ - \%51 Open to Public |
| 2 | Turkish Ground Services | 7,837 | 53 | 80\% | \%50 THY - \%50 Havaş |
| 3 | THY Turkish Do\&Co | 3,648 | 79 | 85\% | \%50 THY - \%50 Do\&Co |
| 4 | Sun Express (Turkey \& Germany Consolidated) | 2,983 | 191 | 32\% | \%50 THY - \%50 Lufthansa |
| 5 | Turkish HABOM | 2,471 | 28 | 48\% | \% 100 THY |
| 6 | THY Turkish Technic | 1,960 | 147 | 75\% | \% 100 THY |
| 7 | Turkish Opet Aviation Fuels | 231 | 623 | 86\% | \%50 THY - \%50 Opet |
| 8 | Pratt Whitney THY Turkish Engine Center (TEC) | 206 | 45 | 99\% | \%51 PW - \%49 THY |
| 9 | Aircraft Seat Manufacturing Industry \& Trade, Inc. | 34 | 3 | 100\% | \%45 THY - \%5 THY Teknik \%50 Assan Hanil |
| 10 | Goodrich Turkish Airlines Technical Service Center | 23 | 2 | 59\% | \%60 Goodrich - \%40 THY Teknik |
| 11 | Turkbine Technical Gas Turbines Maintenance \& Repair, Inc. | 18 | 0 | - | \%50 THY Teknik - \%50 Zorlu O\&M |
| 12 | Turkish Cabin Interior Systems Industries, Inc. | 78 | 2 | 99,5\% | \%30 THY - \%21 THY Teknik - \%49 TAI |
| 13 | THY Aydın Çıldır Airport Management, Inc. | - | 0 | 0\% | \%100 THY |

[^2]
## Subsidiaries \& Affiliates

## Turkish Technic

, Owned $100 \%$ by THY.
, Provides maintenance services to more than 100 customers, including international airlines such as Lufthansa, KLM, BA and Alitalia as well as domestic airlines.

## TURKISH HABOM (Maintenance Repair \& Overhaul Center)

, MNG Teknik A.Ş., (acquired by Turkish Airlines in May 2013) and HABOM A.Ş. (established on 21 June 2012 as a wholly-owned subsidiary of Turkish Airlines) merged under the name of THY HABOM A.Ş. in September 2013.
, The company provides aviation maintenance and repair services at Atatürk Airport. With the new facility established in Istanbul Sabiha Gokcen International Airport, Turkish Habom aims to become the largest maintenance, repair and modification center in the region.


## Turkish Engine Center

, Provides engine maintenance, repair and overhaul (MRO) services to customers located in Turkey, surrounding regions and worldwide.
, The environmentally efficient engine overhaul facility has total usage area of $100,000 \mathrm{sq}$. meters located at the Sabiha Gokcen International Airport.

## Subsidiaries \& Affiliates

## Turkish Seat Industries (TSI)

, Formed in 2011, stakes of $50 \%, 45 \%$, and $5 \%$ are respectively held by Assan Hanil Group, Turkish Airlines, and Turkish Technic.
, 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.
, The seats are based on an automated production system, which employs a zero fault production principle and is currently the world's most efficiently produced aircraft seat. The seats are built using 100\% Turkish products and Turkish production.
, The first aircraft equipped with the new seats is a Turkish Airlines B737-800. The seats will initially be used on the B737-800s of Turkish Airlines fleet and then be installed on the Airbus single-aisle fleet of A319s, A320s and A321s.
, The production which started in 2014, has an annual seat capacity of 10 thousand. By 2024, it is planned to increase the seat capacity to 50 thousand.


## Subsidiaries \& Affiliates



## Turkish OPET

, In terms of investment on jet fuel supply; Turkish Airlines established a jet fuel supply company together with local oil retailer OPET on September 2009.
, The business activity of the established company is to supply jet fuel to any type of aircraft.
, Started supplying jet fuel to THY for all domestic airports as of July 1st 2011.


## Turkish Do\&Co

, Since 2007, operating nine gourmet kitchens all over Turkey: Istanbul (Atatürk and Sabiha Gökcen), Ankara, Antalya, Izmir, Bodrum, Trabzon, Dalaman and Adana. Over 60 national and international airlines are catered from these locations.
, Turkish Airlines won the "Best Business Class Catering" award at the 2013 Skytrax World Airline Awards and "World's Best Economy Class Onboard Catering" award at the 2010 Skytrax Awardswith Turkish Do\&Co.


## TGS Ground Services

, Owned $50 \%$ - $\% 50$ by THY and Havaş Havaalanları Yer Hizmetleri A.Ş.
, Provides ground services to Turkish Airlines since the beginning of 2010, currently at eight major airports in Turkey: Istanbul (Ataturk and Sabiha Gokcen), Izmir, Ankara, Antalya, Adana, Bodrum, Dalaman.

## Subsidiaries \& Affiliates



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[^0]:    Source: 2002 ICAO, 2003-2014 IATA, sorted by the highest 12M ASK values

[^1]:    * Other revenue includes cargo, charter and other revenue

[^2]:    * THY A.O. Personnel

