



**TURKISH AIRLINES**

A STAR ALLIANCE MEMBER 



**2021 Sustainability  
Factsheet Reviews**

## Message from the Chairman of the Board of Directors



In 2021, Turkish Airlines operated flights to 25 of the 46 countries included in the United Nations' least developed countries category and carried approximately 1 million 110 thousand passengers. Only Turkish Airlines operates flights to 142 of our current international routes.

### Dear Stakeholders,

Thanks to the vaccination efforts in Turkey and around the world, we experienced a decrease in the impacts of Covid-19 pandemic in 2021. During this period, as the national flag carrier airline of Türkiye, we performed above the industry average and became among the leaders of the recovery in the aviation industry.

We managed to increase our revenues with growing cargo demand and a lively tourism season, while keeping the impact of financial negativities at the lowest level with our rapid decision-making competence and effective capacity management. With an operating profit of 1.4 billion USD and a profit margin of 13.2%, our Incorporation achieved a profitability above the industry average in 2021. Available Seat Km (ASK) increased to 127.8 billion km, the number of landings increased to 357,189 while cargo and mail carried reached 1,879,552 tons.

Our investments on fleet modernization made a significant impact on our success. With the 3 A350-900 aircraft received in 2021, the total number of A350-900 aircraft in our fleet increased to 5. With 15 B787-9 Dreamliner aircrafts in our fleet, the number of new generation wide-body aircraft in our fleet reached 20 by the end of 2021. Through these investments, we have strengthened the status of Turkish Airlines as one of the youngest and most

modern fleets in the world, by achieving a fleet of 370 aircraft, 246 of which are narrow-body, 104 of which are wide-body and 20 of which are cargo aircraft, with an average age of 8.5 years.

Thanks to the flexibility provided by our fleet structure, we increased the number of destinations to 333 in 2021. As the airline company that flies to the highest number of destinations in the world, we give an incomparable support to international development. In 2021, Turkish Airlines operated flights to 25 of the 46 countries included in the United Nations' least developed countries category and carried approximately 1 million 110 thousand passengers. Only Turkish Airlines operates flights to 142 of our current international routes. The connectivity we provide, has a significant importance for these countries to develop their economic and social relations with the rest of the world. Pandemic has been a process that once again revealed the significance of our approach. Contributing to the access to vital resources, primarily medical supplies and vaccines, for several countries through our cold chain cargo capacity meant a great deal for us.

The gains in environmental impact management such as fuel efficiency and noise reduction provided by our new generation aircraft are among the most important returns of our fleet investments.

According to the manufacturer's data, we achieved fuel savings of 15% per seat in the new generation narrow-body aircraft and 20-25% in the wide-body aircraft and a corresponding reduction in flight-related greenhouse gas emissions. With our comprehensive fuel efficiency practices including fleet modernization studies, in 2021, we saved 37,082 tons of aviation fuel and prevented 116,808 tons of carbon emissions.

One of the most prominent indicators of our Incorporation's determined stance on combating climate change is our efforts to increase the use of sustainable aviation fuels. In this context, we will first start using biofuels in our flights to various European destinations in 2022. We do not limit our efforts to increase the use of sustainable aviation fuel to the use of biofuels, and we continue to support R&D projects. With the Microalgae Based Sustainable Bio-Jet Fuel R&D Project which we carried out together with Boğaziçi University and supported by TÜBİTAK, we aim to become one of the few global companies that can use sustainable aviation fuel which does not compete with agricultural activities, without polluting water, soil and other resources.

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

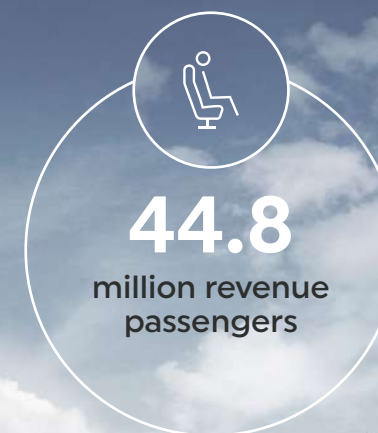


# Turkish Airlines at a Glance

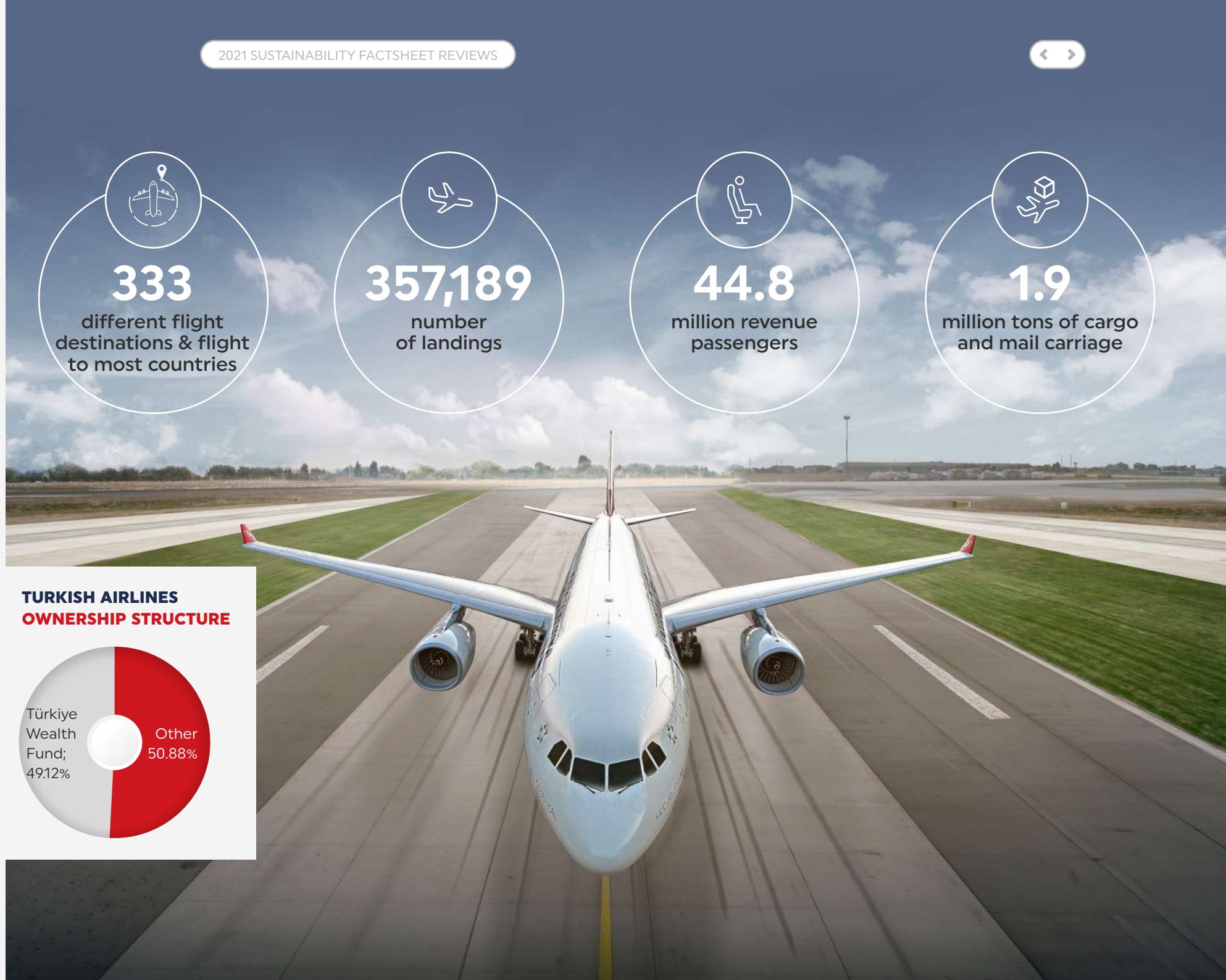
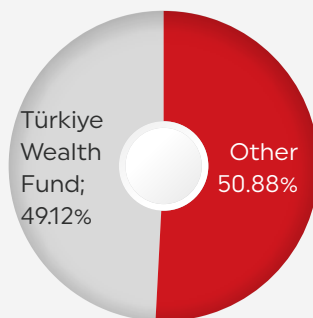
Established in 1933 with the objective of carrying out domestic and international passenger and cargo air transportation activities, Turkish Airlines has proudly fulfilled its responsibility of being the flag carrier airline of the Republic of Türkiye for 88 years.

Maintaining its rapid growth trend since its foundation, Turkish Airlines is among the largest airline companies in the world, with 19 subsidiaries and affiliates, a paid-in capital of 1.38 billion TL, and more than 60,000 employees, including its subsidiaries.

Among the airlines carrying out passenger transportation, Turkish Airlines is the ninth largest airline in the world in terms of fleet size with 370 aircraft in its fleet as of 2021 and the airline flying to the most countries and international destinations in the world with 333 different domestic and international destinations. This year, Turkish Airlines transported 44.8 million passengers, 1.9 million tons of cargo and mail with 357,189 landings.

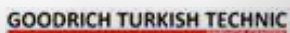


## TURKISH AIRLINES OWNERSHIP STRUCTURE



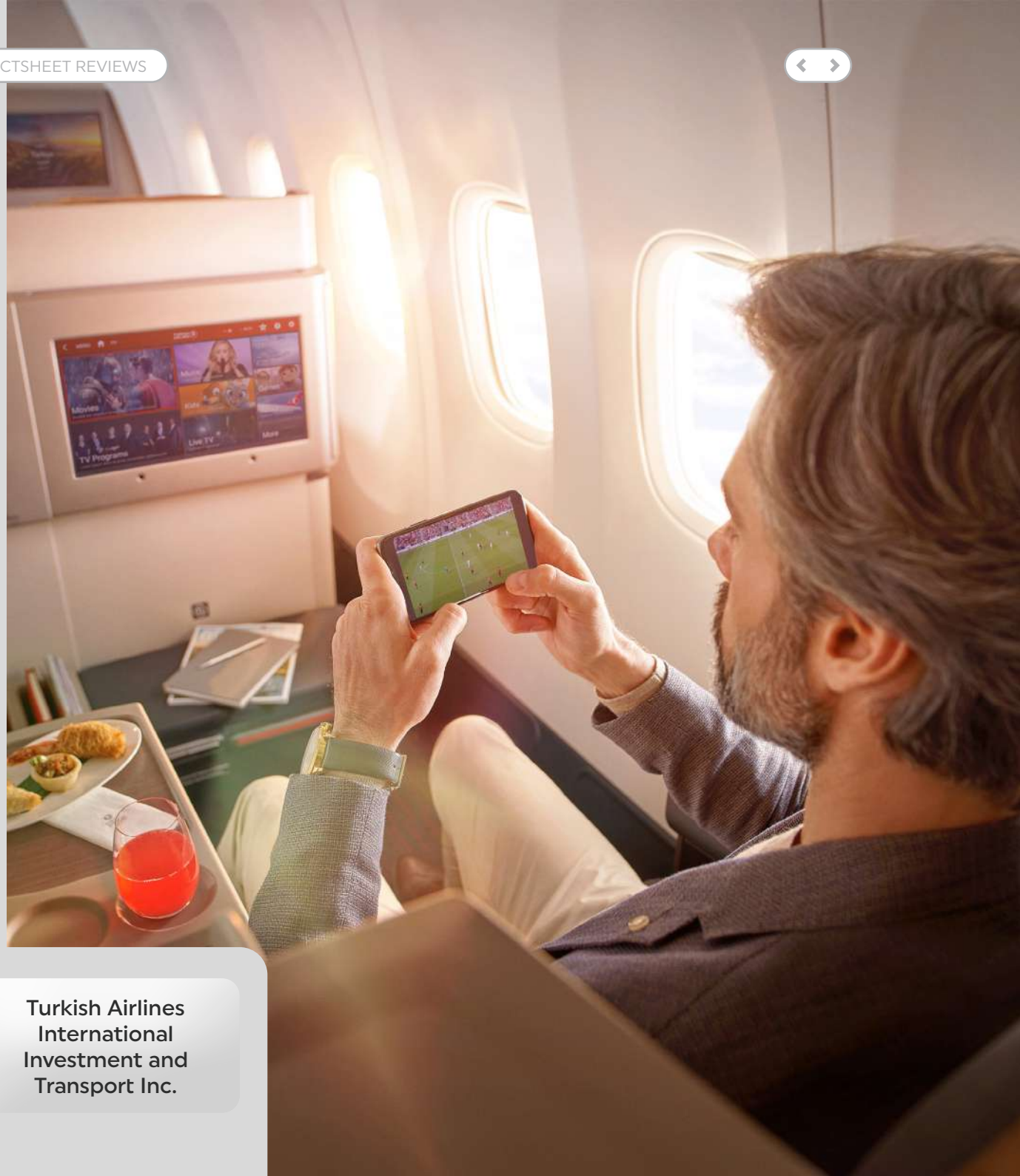


# Brands



Turkish Airlines Airport Real Estate Investment and Management Inc.

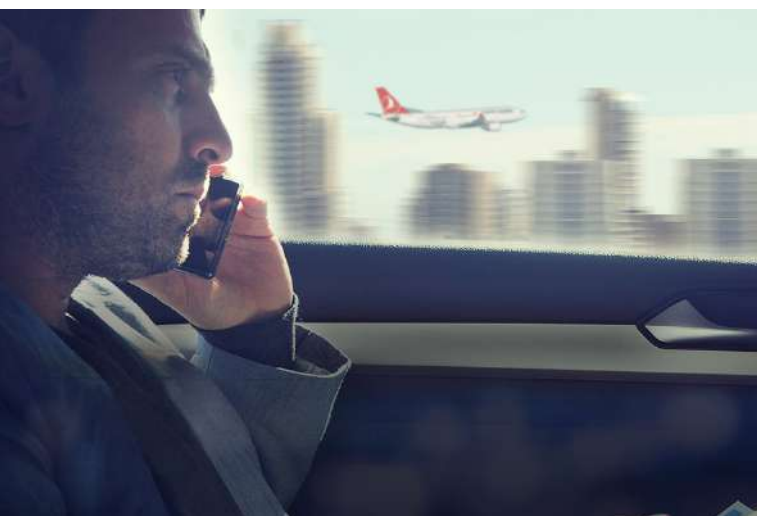
Turkish Airlines International Investment and Transport Inc.





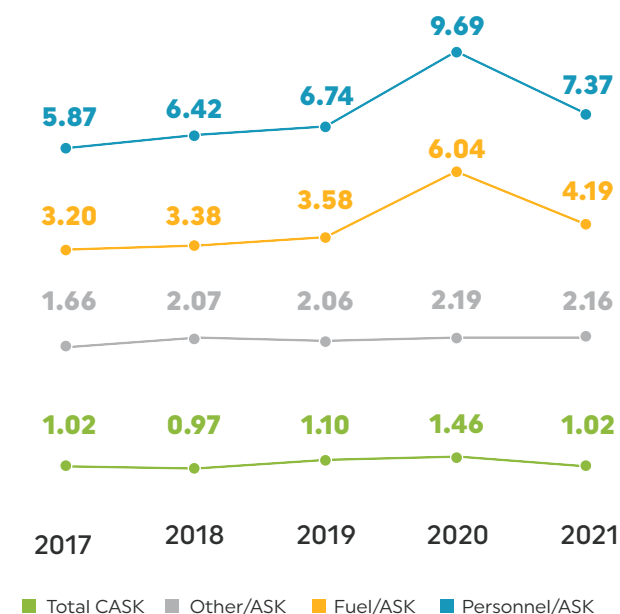
# Financial and Operational Performance

With the reduction of the impacts of the COVID-19 pandemic, which deeply affected the aviation industry as every other sector in 2020, 2021 experienced a period of revival of aviation activities.

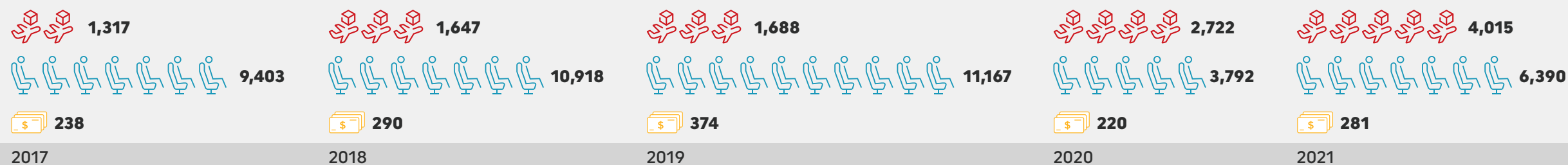


Financial Indicators (million USD)	2018	2019	2020	2021
Net Revenue (million USD)	12,855	13,229	6,734	10,686
Passenger Revenue	10,918	11,167	3,792	6,390
Cargo Revenue	1,647	1,688	2,722	4,015
Other Revenue	290	374	220	281
Operating Profit (million USD)	1,191	876	-255	1,414
EBITDA	2,463	2,589	1,481	3,416
EBITDAR (million USD)	3,349	3,107	1,866	3,744
EBITDAR Margin (%)	26.0%	23.5%	27.7%	35.0%
Net debt	7,687	10,107	14,120	11,596
Total Assets	20,732	24,724	25,530	26,537
Return on Equity (ROE) (%)	13.0%	11.0%	-16.0%	14.0%

## UNIT COSTS (USD CENT "USC")

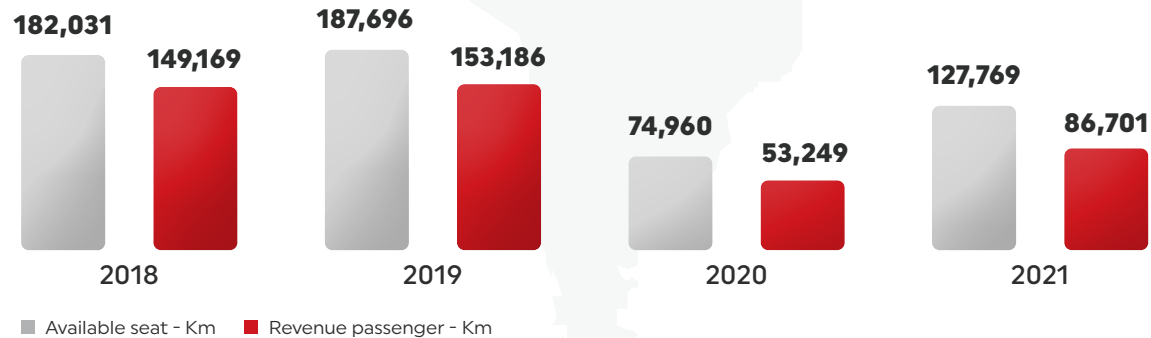


## REVENUE BREAKDOWN BY CATEGORY (MILLION USD)

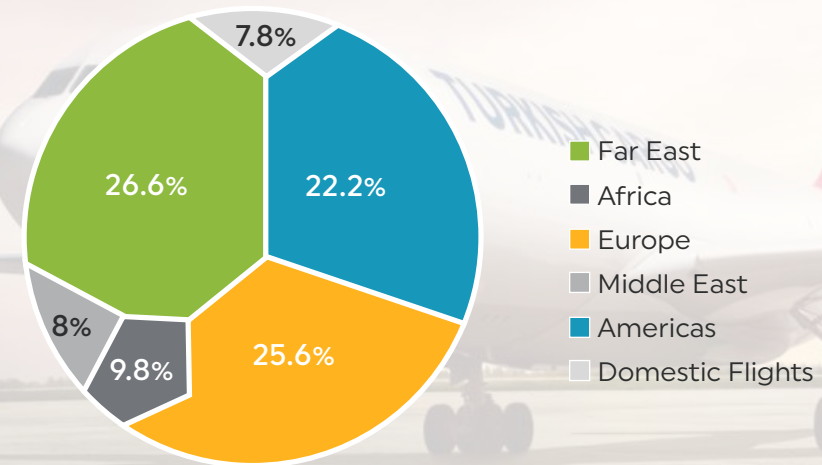


OPERATIONAL PERFORMANCE	2018	2019	2020	2021
Total Flight Miles (nautical mile)	467,942,609	500,095,380	254,970,056	379,947,624
Available Seat*Km (million Km)	182,031	187,696	74,960	127,769
Revenue Passenger*Km (million Km)	149,169	153,186	53,249	86,701
Revenue Passenger (person)	75,167,807	74,276,202	27,950,200	44,787,730
Passenger Load Factor (%)	81.9%	81.6%	71.0%	67.9%
Flight Destinations	310	321	324	333
Number of Landings	511,064	507,314	240,339	357,189
Distance Flown Km (thousand)	866,630	926,177	472,205	703,663
Cargo & Mail Carried (ton)	1,412,423	1,543,028	1,487,233	1,879,552
Excess Baggage Carried (ton)	7,717	11,725	7,281	20,695
On-time Take-off Rate (%)	79.50	80.90	90.10	84.30
Baggage Irregularity Rate (‰)	5.2	5	3.9	3.7
Turkish Airlines-Only International Routes	146	154	155	142
Turkish Airlines-Only International Routes within Top 20 Airline Companies	209	219	216	203
Turkish Airlines-Only International Destinations within Top 20 Airline Companies	30	30	24	22

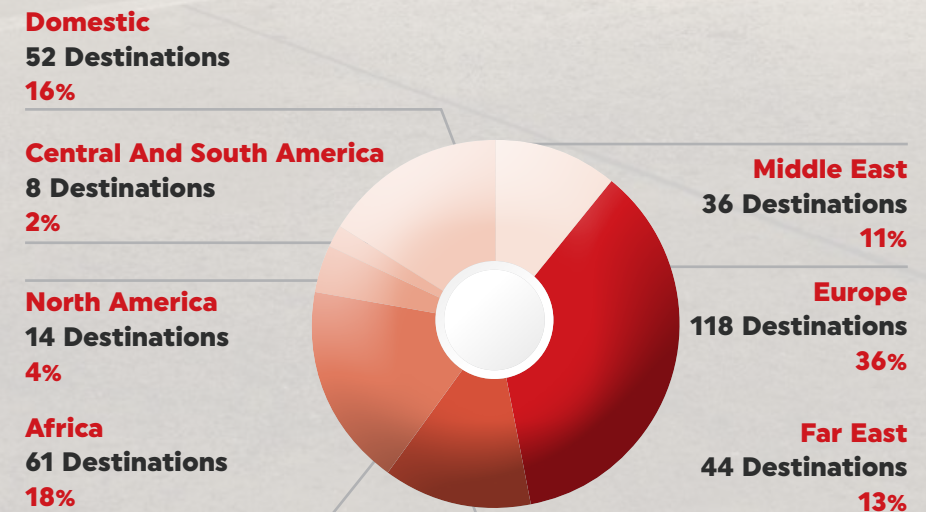
### ASK AND RPK GROWTH (MILLION KM)



### REVENUE BREAKDOWN BY GEOGRAPHY (%)



### FLIGHT DESTINATION DISTRIBUTION BY GEOGRAPHY (%)



# Our Contribution to the Economy

Today, aviation is among the branches of activity that have strategic importance in terms of the economic development of a country. In this context, Turkish Airlines makes direct and indirect economic contributions to Türkiye's economic development in numerous areas.

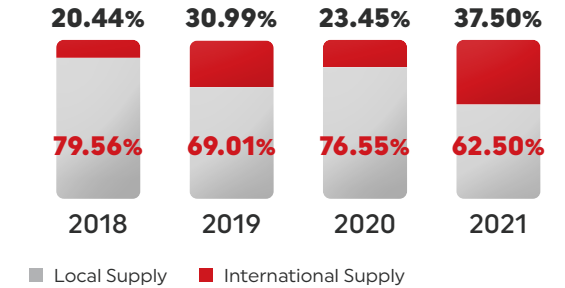


Direct Economic Impact Distribution (million USD)	2018	2019	2020	2021
Direct economic value generated - Net Sales Revenue	12,855	13,229	6,734	10,686
Direct economic value distributed	11,686	12,644	7,264	9,411
Activity costs	9,827	10,477	6,103	8,051
Wages and benefits paid to employees	1,772	2,067	1,097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

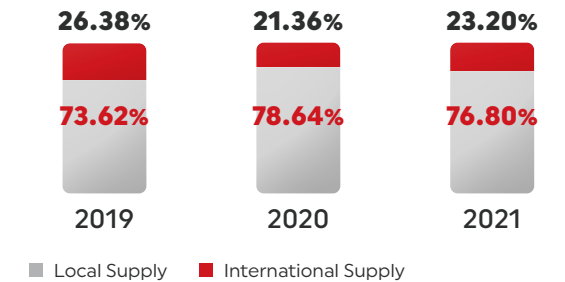
	2018	2019	2020	2021
<b>Investments (million USD)</b>	<b>2,940</b>	<b>4,315</b>	<b>4,903</b>	<b>4,193</b>
Fleet investments	1,291	2,402	2,926	2,061
Financial Lease Refunds	906	974	1,541	1,786
Other	743	939	436	346

Taxes Paid	2018	2019	2020	2021
Türkiye (TL)	773,139,271	1,441,302,581	898,893,051	1,472,755,988
Other States (TL)	59,865,126	66,849,176	59,912,800	54,248,048
Airports (USD)	1,108,276,906	1,120,050,112	425,535,737	740,139,335

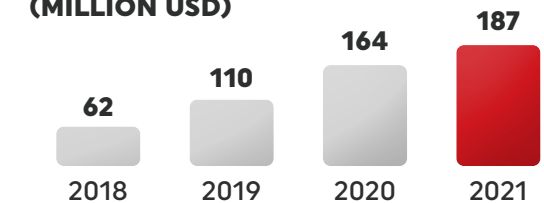
## LOCAL PROCUREMENT RATE BY EXPENDITURE



## LOCAL PROCUREMENT RATE BY NUMBER OF SUPPLIERS



## INCENTIVES FROM GOVERNMENT AND INTERNATIONAL INSTITUTIONS (MILLION USD)





# Business Ethics and Code of Conduct

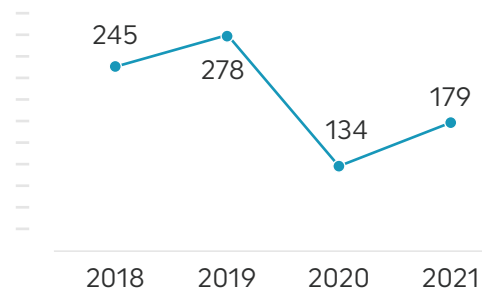
In line with the values it represents, Turkish Airlines considers business ethics and code of conduct principles in all its operations and decisions.

Within the framework of the Corporate Governance Principles, the Code of Ethics has been prepared by the Board of Directors in order to guide the Incorporation's managers, employees and stakeholders on the ethical behavior principles to be followed.

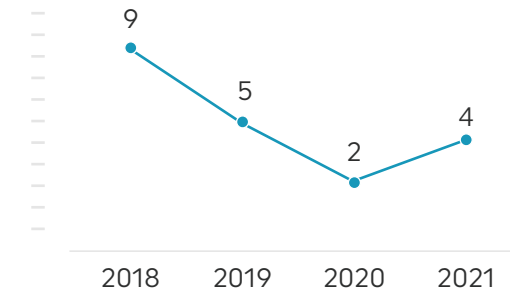
A Code of Ethics Training was created for our employees and managers in order to learn and adopt Turkish Airlines Ethical Values and the attitudes expected to be exhibited in suspicious situations. This online training program, which is mandatory for all our employees and managers, is held in Turkish and English.

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

**Number of Ethics Line Applications**



**Number of Reported Discrimination Cases**





## SUSTAINABILITY PRIORITIES

The main focus of Turkish Airlines Sustainability Strategy is the social, economic and environmental issues that may have an impact on or be impacted by products, services or activities of the Incorporation. These issues are prioritized, classified and constitute the sustainability strategy of the Incorporation through a systematic process designed in line with international standards and incorporating the views and suggestions of external stakeholders.

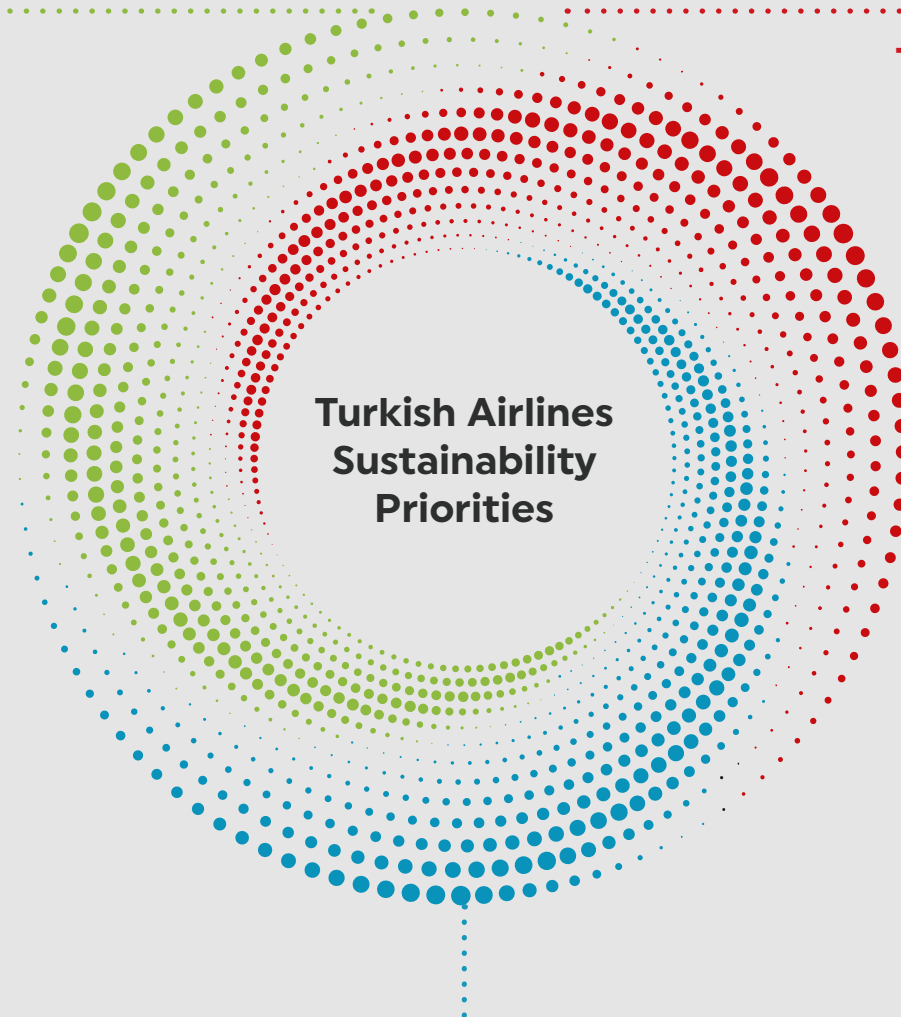
Our priorities within the scope of sustainability were reconsidered in the reporting period of 2021. In this process, global megarisk trends, international initiative and reporting standards and prominent practices in the aviation industry were taken into consideration. As a result, social, economic and environmental issues specific to the Turkish Airlines Sustainability Program were determined. In the process to determine the material issues, 17 Sustainable Development Goals were evaluated in terms of the effects, risks and opportunities they may have on Turkish Airlines activities, products and services. A total of 1,434 Turkish Airlines employees, including 98 managers, 857 office workers, 479 flight crews; and 281 external stakeholders including investors and shareholders, customers, financial institutions, subsidiaries, suppliers, insurance and broker companies, participated in the study.

### Highly Material Issues

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



The findings of this study have been reevaluated in a workshop with a broad participation of company executives. Finally all results have been reviewed by senior executives and priorities were set upon their approval.



### The Most Material Issues

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



### Material Issues

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



## SUSTAINABILITY STRATEGY

Turkish Airlines Sustainability Strategy roadmap is created by taking into account the highest priority social, economic and environmental issues, the mission, vision and core values of the Incorporation, long-term goals, and the risks and opportunities that may arise while achieving these goals.

In this direction, the Sustainability Strategy of the Incorporation stands by the definition of "creating value for the future by going beyond today's achievements, based on the expectations of employees, customers, suppliers, affiliates, all business partners and shareholders, and with the understanding of business excellence and innovation in light of global trends, with a holistic approach to all emerging environmental, social and economic impacts and an effective risk management."





The Sustainability Strategy of the Incorporation, which is managed with a dynamic approach, is regularly reviewed in light of the results of the materiality study, the new regulations that came to the agenda during the period, and stakeholder feedback.






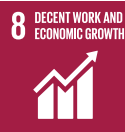









## Support of Turkish Airlines to the Sustainable Development Goals

As part of its sustainability program, Turkish Airlines supports the Sustainable Development Goals (SDGs) announced in 2016 by United Nations member countries with the aim of reaching them by the end of 2030. Sustainable Development Goals, which consist of 17 global goals, were discussed within the scope of Turkish Airlines' materiality study, and SDG5, SDG7, SDG8, SDG9, SDG12, SDG13, SDG16, SDG17 were identified as working areas to be targeted in the future. In addition, considering Turkish Airlines' sphere of influence and the scope of its value chain, it is obvious that the work carried out also contributes to many other SDGs.

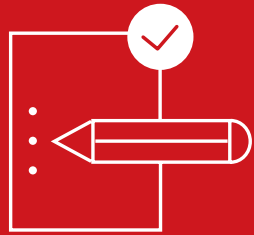
Supported SDGs	Sub-Goals	Description
 	1.1 Eradicate extreme poverty 1.4 Equal rights to ownership, basic services, technology and economic resources 2.4 Sustainable food production and resilient agricultural practices	<p>Thanks to the value chain it creates and the socio-economic connection it provides between flight destinations, Turkish Airlines generates direct and indirect economic value in the geographies in which it operates and creates employment for over 60,000 people together with its subsidiaries. Each employment created in the aviation sector is 175% more productive compared to other sectors and creates a greater added value.</p> <p>Turkish Airlines operated flights to 25 of the 46 countries in the United Nations' least developed countries category in 2021. In this context, Turkish Airlines carries the production of underdeveloped or developing countries to target markets, making a positive contribution to their economic development, thus employment and income, while also enabling these countries to improve their social relations with the world.</p> <p>Microalgae-based Sustainable Bio-Jet Fuel Project studies are carried out with R&amp;D projects developed together with universities, and thanks to the developed technique, the use of agricultural lands for the production of sustainable aviation fuels is prevented. Sustainable biofuel will be produced without plant seeds used as food, not competing with agricultural production, and without polluting water, soil and other natural resources.</p>
	3.3 Fight communicable diseases 3.8 Achieve universal health coverage 3.B Support research, development and universal access to affordable vaccines and medicines	<p>With its end-to-end cold chain corridor created on more than 400 different routes, Turkish Cargo plays an active role in the market in transporting vaccines and medicines at appropriate temperatures and conditions. The importance of the vaccine and medical supply chain has emerged in the clearest way under pandemic conditions, and Turkish Airlines undertook an important task with these practices that it continued in 2021.</p> <p>Turkish Airlines' role in the transportation of vaccines and medical supplies is not limited to the pandemic conditions. In several geographies, the transportation of vaccines and medical supplies is also of critical importance during non-pandemic periods. Through flights to several destinations in various geographies, primarily in Africa, Turkish Airlines provides these populations with access to vaccines and medicines by transporting vaccines and medical supplies to these regions.</p>
	4.3 Equal access to affordable technical, vocational and higher education 4.4 Increase the number of people with relevant skills for financial success 4.5 Eliminate all discrimination in education	<p>It is prerequisite for operating in the aviation sector to have a human resource with the highest level of training and professional capacity. With its international competencies, experience and technical infrastructure, Turkish Airlines plays an important role in both the training of its own employees and bringing new professionals to the sector. In this context, Turkish Airlines' support for undergraduate and graduate programs of universities and collaborations established with them, enables employee development, improves sectoral knowledge and increases employment opportunities.</p>

Supported SDGs	Sub-Goals	Description
 	<p>5.1 End discrimination against women and girls</p> <p>5.5 Ensure full participation in leadership and decision-making</p> <p>5.C Adopt and strengthen policies and enforceable legislation for gender equality</p> <p>10.2 Promote universal social, economic and political inclusion</p> <p>10.3 Ensure equal opportunities and end discrimination</p> <p>10.4 Adopt fiscal and social policies that promotes equality</p> <p>10.A Special and differential treatment for developing countries</p>	<p>Diversity and equality are amongst Turkish Airlines' most fundamental corporate values. Equal treatment of all employees in all areas is of primary importance in terms of both human rights and corporate policies. Studies are carried out to ensure that female employees take a balanced place in technical and managerial roles where there is insufficient representation and to improve their career opportunities, and within this scope, partnerships with national and international initiatives are developed. While the participation of disadvantaged individuals in the workforce is supported by fair wages and working conditions, working conditions are facilitated by responsible HR policies.</p> <p>With its end-to-end cold chain corridor created on more than 400 different routes, Turkish Cargo plays an active role in the market in transporting vaccines and medicines at appropriate temperatures and conditions. During the COVID-19 pandemic, Turkish Cargo continued its flights to various developing and underdeveloped countries and maintained their connectivity; and supported these countries experiencing inequalities in access to vaccines and medical supplies.</p>
  	<p>7.2 Increase substantially the share of renewable energy in the global energy mix</p> <p>7.3 Double the global rate of improvement in energy efficiency</p> <p>7.A Supporting access to clean energy research, technology and investments</p> <p>12.2 Achieve the sustainable management and efficient use of natural resources</p> <p>12.4 Responsible chemical and waste management</p> <p>12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse</p> <p>12.6 Encouraging companies for sustainability practices and sustainability reporting</p> <p>12.8 Promoting a universal sustainable lifestyle approach</p> <p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters</p> <p>13.2 Integrate climate change measures into policies, strategies and planning</p> <p>13.3 Building knowledge and capacity to combat climate change</p>	<p>Turkish Airlines manages the environmental impacts arising from its operations in line with its Sustainability Policy and Environmental Policy, with the awareness of being a Responsible Company. In this context, impacts on the climate and the environment are managed with responsible practices and projections such as responsible procurement, waste management, energy and emission management, and clean energy, and the progress achieved by carrying out performance-enhancing studies is reported.</p> <p>Turkish Airlines carries out its activities to reduce the negative and irreversible effects of the global climate crisis and to minimize climate-related risks. Being fully aware of the impact of the aviation industry on climate change and acting with the awareness of the importance of efforts to reduce its carbon footprint, Turkish Airlines optimizes its flight operations to increase fuel efficiency, invests in new technologies, gives priority to aircraft and engines with high efficiency while including new generation aircrafts to its fleet. At the same time, Incorporation carries out sustainable bio-fuel research and development studies in cooperation with universities in order to reduce the amount of fossil-based aviation fuel use.</p>
	<p>8.1 Sustainable Economic Growth</p> <p>8.3 Promote policies to support job creation and growing enterprises</p> <p>8.5 Full employment and decent work with equal pay</p> <p>8.7 End modern slavery, trafficking, and child labour</p> <p>8.8 Protect labour rights and promote safe working environments</p>	<p>Aiming to generate economic value for its stakeholders with the business model it has developed with the awareness of being a fair employer and a safe operator, Turkish Airlines offers its employees a safe and fair work life that is open for development. Turkish Airlines, which accepts flight safety and security as a fundamental working standard that cannot be compromised under any circumstances, always aims for the highest standards in its operations.</p> <p>Conducting its operations in line with its principle of respecting human rights, Turkish Airlines assures all the rights of its employees with its ethical principles and policies. It provides a working environment where any practices that violate human rights such as modern slavery and forced labor, including human trafficking, cannot be found under the umbrella of the Incorporation.</p>



Supported SDGs	Sub-Goals	Description
	9.4 Upgrade all industries and infrastructures for sustainability 9.5 Enhance research and upgrade industrial technologies	<p>Turkish Airlines, the official flag carrier of the Republic of Türkiye and the airline that flies to most countries and international destinations in the world, has been constantly renewing its fleet since its foundation. With investments in new generation aircrafts, Turkish Airlines aims to expand its flight network while developing its young fleet with an average age of 8.5 years.</p> <p>Investing in R&amp;D and innovation, especially in digitalization activities, in order to ensure the endurance of its operations and increase business continuity, Turkish Airlines constantly improves its operating infrastructure. While focusing on solving problems with new generation technology companies thanks to its open innovation strategy, it develops new technologies by managing resource efficiency and carries out cooperation programs to create new opportunities.</p>
	11.2 Affordable and sustainable transport systems 11.5 Reduce the adverse effects of natural disasters 11.6 Reduce the environmental impacts of cities	<p>The aviation industry connects cities in various parts of the world, bringing together cultures as well as economic activities. On the other hand, the aviation industry also has impacts on sustainable urban life, especially emissions and noise. In order to minimize these effects, Turkish Airlines continuously improves its operational capability with low emission and noise levels by making fleet modernization investments and contributes to reducing the negative environmental impacts of cities per capita through waste management practices.</p> <p>After the disaster, it organizes emergency aid operations by developing cooperation with NGOs and Public Institutions in order to meet the needs of the people of the region affected by the disaster.</p>
	15.3 End desertification and restore degraded land 15.7 Eliminate poaching and trafficking of protected species	<p>Turkish Airlines signed the "United for Wildlife Buckingham Palace Declaration" (UFW), supported by IATA, which aims to prevent the illegal trade of wild animals and to raise sectoral awareness on this issue. Thus, it helps to prevent the illegal trade of wild animal parts such as ivory, rhino horns and tortoise shells. On the other hand, while environmentally friendly materials are preferred in the headset and blanket sets we offer to our passengers, the toys offered to our child passengers are produced with "Forest Stewardship Council (FSC)" certified products.</p>
	16.5 Substantially reduce corruption and bribery 16.6 Develop effective, accountable and transparent institutions 16.10 Ensure public access to information and protect fundamental freedoms 16.B Promote and enforce non-discriminatory laws and policies	<p>Turkish Airlines carries out its activities in line with the principles of transparency and accountability, in line with the inclusive, internationally accepted corporate governance and ethical rules that are responsible to its stakeholders.</p>
	17.6 Knowledge sharing and cooperation for access to science, technology and innovation 17.11 Increase the exports of developing countries 17.14 Enhance policy coherence for sustainable development 17.16 Enhance the global partnership for sustainable development 17.17 Encourage effective partnerships 17.18 Enhance availability of reliable data	<p>Turkish Airlines develops partnerships with various institutions and organizations in line with the 2030 Global Goals and common goals of sustainable development. By taking part in the sustainability initiatives created by international organizations that shape aviation practices, the practices of the Incorporation are developed and contribute to the formation of the international sustainability agenda.</p>

# Corporate Memberships



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

Membership Organizations and Initiatives	Level of Engagement
AACO - The Arab Air Carriers' Organization	Partner Membership
AACO DTF - AACO Digital Transformation Task Force	Member
AACO EPG - AACO Environmental Policy Group	Member
AACO AWG - AACO Aeropolitical Watch Group	Member
AACO ASAG - AACO Aviation Security Advisory Group	Member
AACO SAFTF - AACO Sustainable Aviation Fuel Task Force	Member
AIRE - Airlines International Representation in Europe	Board Membership
AIRE ASTF - AIRE Slots Task Force	Member
AIRE STF - AIRE Sustainability Task Force	Member
AIRE CRTF - AIRE COVID-19 Recovery Task Force	Member
ALTA- Latin American & Caribbean Air Transport Association	Partner Membership
IATA - International Air Transport Association	Board Membership
IATA CAC - IATA Cargo Advisory Council	Member
IATA DTAC - IATA Digital Transformation Advisory Council	Member
IATA IAAC - IATA Industry Affairs Advisory Council	Member
IATA LAC - IATA Legal Advisory Council	Member
IATA IOSA Maintenance Task Force	Member
IATA SEAC EDWG - IATA Sustainability Environmental Advisory Council, Environmental Data Working Group	Member
IATA SEAC SUPWG - IATA Sustainability Environmental Advisory Council, Single-Use Plastics Working Group	Member

Membership Organizations and Initiatives	Level of Engagement
Star Alliance	Full Member & Committee Memberships
Star Alliance Chief Executive Board (CEB)	Member
Star Alliance Alliance Management Board (AMB)	Member
Star Alliance Membership Liaison and Quality Committee (MEMCO)	Member
Star Alliance Customer Experience Committee (CUSCO)	Member
Star Alliance Loyalty Committee (LOYCO)	Member
Star Alliance IT Committee (ITCO)	Member
Star Alliance Legal Committee	Member
Star Alliance Emergency Committee	Member
Star Alliance Safety Committee	Member
Star Alliance Sustainability Committee	Member
Star Alliance Sustainability Strategy Team	Member
Star Alliance Loyalty Strategy Team	Member
Star Alliance IT Strategy Team	Member
TIACA - The International Air Cargo Association	Board Membership
TIACA SWG - The International Air Cargo Association, Sustainability Working Group	Member
TSHA - Turkish Civil Aviation Academy	Instructor Support
TÜYİD - Turkish Investor Relations Society	Member
TÜYİD Sustainability Working Group	Member
TÜYİD Emission Management Working Sub-Group	Sub-Working Group Presidency

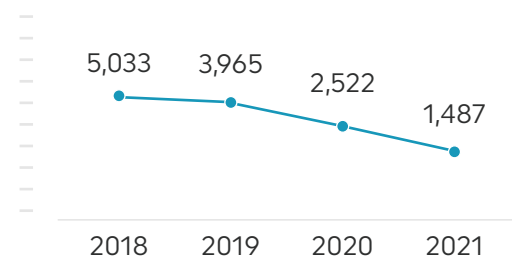


# Combating the Climate Change

Turkish Airlines, on the one hand, responds to the increasing need for air transportation with its unique flight network, on the other hand, bears the responsibility of leaving a viable world to future generations. Combating climate change, which is one of the main priorities shaping sustainability activities, is also considered as a strategic issue that is integrated into decision and implementation mechanisms for business processes.

Turkish Airlines' efforts on the climate action base on the practices highlighted by both the IPCC and sectoral initiatives, such as maintaining an efficient energy and emission management throughout the activities of the Incorporation, sustainable biofuel studies, fleet modernization and resource efficiency studies. In this regard, the Incorporation adopts the targets set by the International Air Transport Association (IATA) and takes decisive steps towards eliminating the climate change impacts, primarily reducing greenhouse gas emissions that result from its activities.

**Number of GHG Awareness Training Participants**



## Climate Action Goals

2021 Goal	Unit	2021 Performance	Progress	2022 Goal
Offset of all emissions under EU ETS	Ton CO <sub>2</sub>	10,838	✓	Offset of all emissions in the scope of the ETS
Providing greenhouse gas awareness training to 1,200 employees	Number	1,487	✓	Providing greenhouse gas awareness training to 1,800 employees
5% reduction of kg/ATK compared to 2016 by 2025	kg/ATK	16.68	✓	5% reduction of kg/ATK compared to 2016 by 2025
25,000 tons of fuel savings	Ton	37,082	✓	45,000 tons of fuel savings
Prevention of 78,750 tons of CO <sub>2</sub> emissions	Ton CO <sub>2</sub>	116,808	✓	Prevention of 141.750 tons of CO <sub>2</sub> emissions
Monitoring and calculation of scope 1 and scope 2 emissions	-	-	✓	Monitoring and calculation of category 1,2,3,4,5,6 emissions
Verification of greenhouse gas emissions in 2020	-	-	✓	Verification of greenhouse gas emissions in 2021
Responding to the Carbon Disclosure Project (CDP) Climate Change Program	-	-	✓	Responding to the Carbon Disclosure Project (CDP) Climate Change Program
Monitoring our emissions from our relevant flights within the scope of CORSIA and verifying the 2020 emission report and submitting it to DGCA	-	-	✓	Monitoring our emissions from our relevant flights within the scope of CORSIA and verifying the 2021 emission report and submitting it to DGCA
Making microalgae-based sustainable bio-jet fuel pilot applications	-	-	✓	Initiation of microalgae based sustainable biofuel in 2022

# Energy and Emission Management

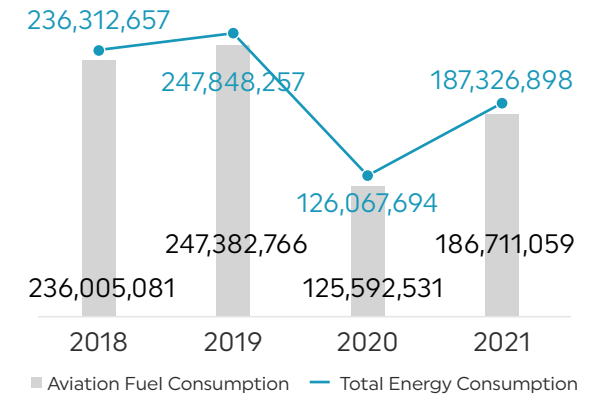


In 2021, the effects of the pandemic have decreased significantly compared to the previous year. Accordingly, with the increasing number of flights, both aviation fuel consumption and other energy consumption increased. The share of aviation fuels in the total energy consumption of 187,327 TJ in 2021 is 99.7%.

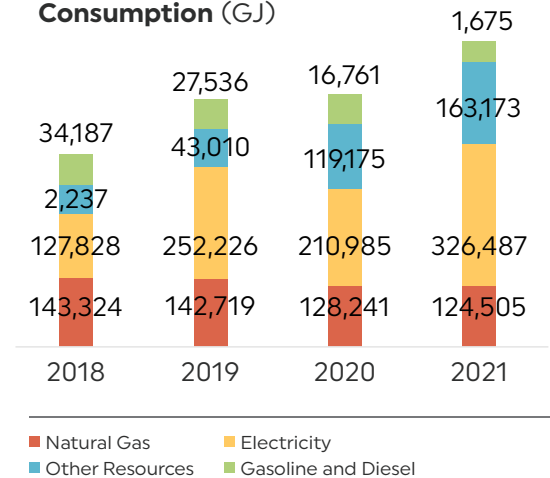
	2018	2019	2020	2021
Total Energy Consumption (GJ)	236,312,657	247,848,257	126,067,694	187,326,898
Direct Energy Consumption (GJ)	236,182,592	247,553,021	125,737,533	186,837,239
Aviation Fuel	236,005,081	247,382,766	125,592,531	186,711,059
Natural Gas	143,324	142,719	128,241	124,505
Gasoline and Diesel	34,187	27,536	16,761	1,675
Other Resources	0	0	0	0
Indirect Energy Consumption (GJ)	130,065	295,236	330,160	489,660
Electricity	127,828	252,226	210,985	326,487
Other Resources	2,237	43,010	119,175	163,173
Fuel Consumption				
Aviation Fuel (Ton)	5,351,589	5,609,587	2,847,903	4,233,811
Natural Gas (m <sup>3</sup> )	4,149,367	4,131,857	3,712,707	3,604,558
Gasoline (liter)	6,640	2,091	3,489	265,936
Diesel (liter)	940,453	774,876	469,721	413,430
Fuel Saving (GJ)	1,305,713	2,447,197	1,003,716	1,635,316.2
Fuel Saving (Ton)	29,608	55,492	22,760	37,082
Fuel Efficiency (Kg/ATK)	18.17	18.06	18.36	16,68
Energy Intensity				
Electricity Consumption per Employee (GJ/Employee)	9.17	11.19	8.75	8.09
Electricity Consumption per Surface Area (GJ/m <sup>2</sup> )	0.45	0.64	0.49	0.42
Natural Gas Consumption per Surface Area (GJ/m <sup>2</sup> )	0.22	0.43	0.45	0.74

## Energy Consumption and Greenhouse Gas Emissions

### Aviation Fuel Consumption (GJ)



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



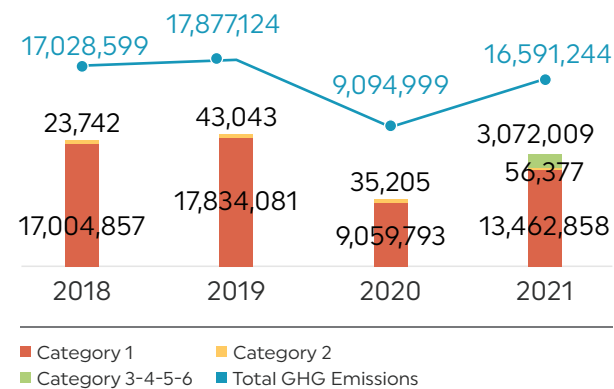


# Greenhouse Gas Emissions

In parallel, a total of 16.6 million tons of CO<sub>2</sub>e greenhouse gas emissions were released during the year.

The main reason for the increase compared to 2020 is the increase in the number of flights due to the decrease in the effects of the pandemic, but unlike the previous years, emissions other than category 1 and category 2 are also included in the calculations for 2021.

**Greenhouse Gas Emissions (Ton CO<sub>2</sub>e)**



Carbon Offsetting Practices	2018	2019	2020	2021
Surrendered emission credits in scope of EU ETS (ton CO <sub>2</sub> )	10,617	13,240	13,835	10,838
Surrendered emission credits in scope of CH ETS (ton CO <sub>2</sub> )	-	0	48	0
Surrendered emission credits in scope of UK ETS (ton CO <sub>2</sub> )	-	-	-	3,130
Total Surrendered emission credits (ton CO <sub>2</sub> )	10,617	13,240	13,883	13,968
Reported number of passenger journeys	668	686	669	672

Greenhouse Gas Emissions (Tons CO <sub>2</sub> e)	2018	2019	2020	2021
Total Greenhouse Gas Emissions (Tons CO <sub>2</sub> e)	17,028,599	17,877,124	9,094,999	16,591,244
Category 1 Emissions	17,004,857	17,834,081	9,059,793	13,462,858
Category 2 Emissions	23,742	43,043	35,205	56,377
Category 3-4-5-6 Emissions	-	-	-	3,072,009

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



## Fuel Efficiency

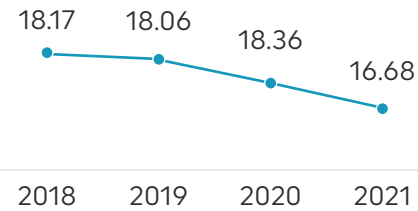
Turkish Airlines supports the short- and long-term targets set by the International Air Transport Association (IATA) on fuel efficiency. In this context, a comprehensive fuel saving policy has been established in our Incorporation, various fuel efficiency parameters have been continuously measured and monitored, and a Fuel Savings Committee responsible for reviewing the action plans has been established within the framework of the Fuel Efficiency Program with the participation of our CEO and relevant business units.



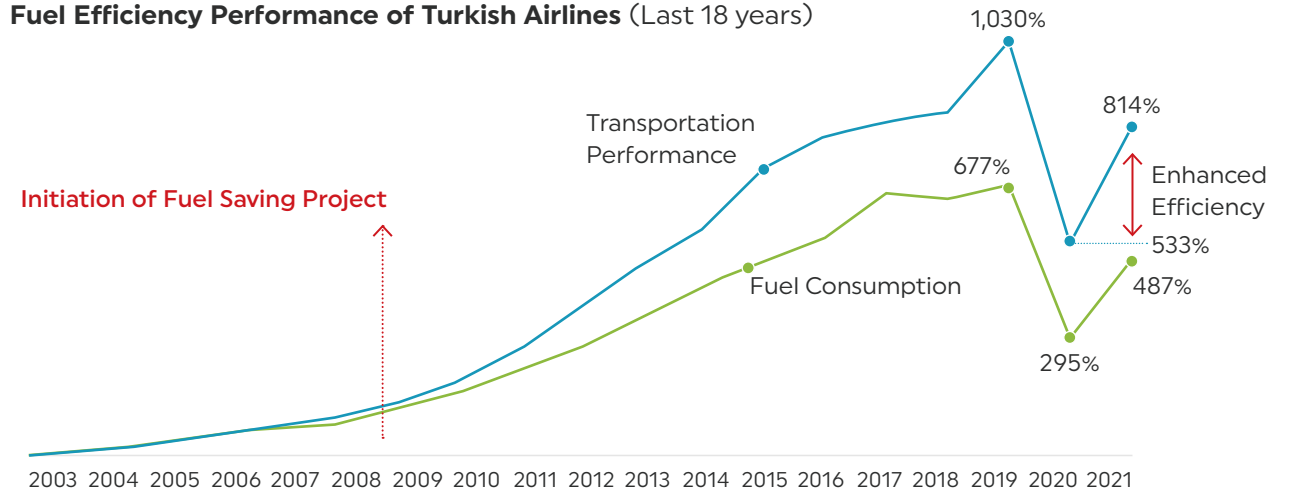


Turkish Airlines' transportation performance between 2003 and 2021 and its corresponding fuel consumption are shown in the chart on the right. If 2008 is accepted as the "referral/baseline", it is seen that the transport performance has increased by 814 percent as of 2021, while the corresponding fuel consumption has increased by 487 percent.

**Fuel Efficiency (Kg/ATK)**



**Fuel Efficiency Performance of Turkish Airlines (Last 18 years)**



**Fuel Savings and Greenhouse Gas Emission Reduction Achieved by Basic Practices**

	Fuel Savings (Ton)				GHG Emission Reduction (Ton CO <sub>2</sub> )			
	2018	2019	2020	2021	2018	2019	2020	2021
Reduced flap take-off/landing	8,283	9,257	5,192	7,513	26,091	29,160	16,355	23,666
Engine out taxi in	3,873	6,228	1,841	2,526	12,200	19,618	5,799	7,957
Idle reverse on landing	10,147	9,917	5,145	7,966	31,963	31,239	16,207	25,093
Continuous Descent Approach	5,550	4,291	2,631	3,744	17,483	13,517	8,288	11,794

\* For each kilogram of fuel saved, 3.15 kg of carbon dioxide (CO<sub>2</sub>) emission is prevented.

# Environmental Management

Turkish Airlines aims to effectively manage and minimize the environmental impacts of its operations in line with the principles it has defined within the framework of its Environmental Policy. In this respect, environmental aspects and environmental impacts that may arise from all activities, products and services of the Incorporation are determined, and corrective actions are taken to eliminate or minimize these environmental impacts, followed by the implementation of methods for improvement.

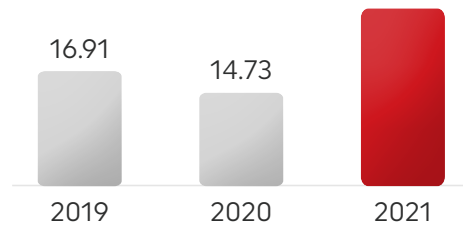
## Environmental Targets

2021 Target	Unit	2021 Performance	Progress	2022 Target
No non-compliance with environmental legislation	Unit	0	✓	No non-compliance with environmental legislation
Non-occurrence of any environmental accident, environmental emergency, or incident.	Unit	0	✓	Non-occurrence of any environmental accident, environmental emergency, or incident.
Ensuring the continuity of TS EN ISO 14001 Environmental Management System Certificate	-	-	✓	Ensuring the continuity of TS EN ISO 14001 Environmental Management System Certificate
Obtaining Stage 2 certification in the IEnvA Program	-	-	✓	Ensuring the continuity of Stage 2 certification in the IEnvA Program
2% reduction in water consumption per employee compared to the previous year	m <sup>3</sup> / Person	23.7		5% reduction in water consumption per employee compared to the previous year
Providing environmental and waste management training to at least 3,000 employees	Person	3,227	✓	Providing environmental and waste management training to at least 3,800 employees
-	-	-	-	To participate in the UN Global Compact

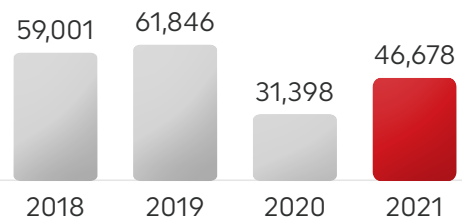
\*The per capita water consumption target for 2021 could not be reached due to the change in the buildings included in the calculation in 2021 compared to 2020 and the different consumption characteristics.



### Water Consumption per Person (m<sup>3</sup>/person)



### NOx Emissions (tons)



Water Management	2018	2019	2020	2021
Total Water Withdrawal (m <sup>3</sup> ) (Municipal Water)	56,608	64,903	38,022	255,238
Water Withdrawal per Person (m <sup>3</sup> /person)	-	16,91	14,73	23,70
Waste Water Discharge (m <sup>3</sup> ) (Waste Water Channel)	-	-	-	237,418

Solid Waste Management	2018	2019	2020	2021
Solid Wastes (Ton)	498	1,577	1,268.5	1,608
Recycled Non-hazardous Wastes	124	1,249	1,163	1,449
Recycled Hazardous Wastes	115	153	35.9	105
Disposed Non-hazardous Wastes	0	0	0	0
Disposed Hazardous Wastes	1.00	1.00	0.60	0.50

Leaks and Spills	2018	2019	2020	2021
Total Incidents (number)	0	0	0	0
Amount of Leaks and Spills (ton)	0	0	0	0

	2018	2019	2020	2021
Number of Waste Management Training Participants	0	0	22,459	3,227

	2019	2020	2021
Environmental Management Expenditure (USD)	8,211,709	11,477,784	8,433,014

Environmental Trainings	2021
<b>Training Participants (person)</b>	3,227
Company Employees	2,731
Contractor Employees	496
<b>Training Duration (person*hour)</b>	2,210
Company Employees	1,946
Contractor Employees	264

Supplier Environmental Audits	2021
Number of Suppliers Subjected to Environmental Audit	53
Number of Suppliers Audited for the First Time	0
Number of Suppliers Failed in Audit	0
Number of Suppliers whose Contract was Terminated After the Audit	0
Number of Suppliers Given Development Program After the Audit	0
Number of Suppliers Completing the Development Program	0

## Environmentally Friendly Material Preferences

We primarily aim to prevent the generation of waste and, if it cannot be prevented, to minimize it during the activities of the Incorporation. An important part of the efforts to reduce the environmental impact of the materials used in the operations is to replace the materials used with their low-environmental counterparts. While environmentally friendly options are preferred in the packaging of many materials used in the aircraft, the consumption of disposable packaging in our flights is also reduced.


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

The complete termination of Miles&Smiles shipments the use of



**2.35**  
million ecological cards,  
was prevented.

In 2021, more than



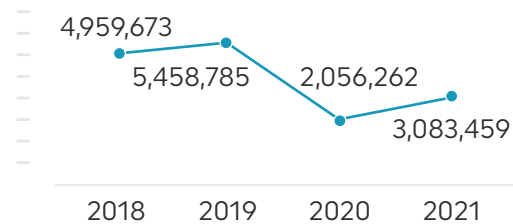
**3**  
million boarding passes printing of was prevented.

In 2021, more than

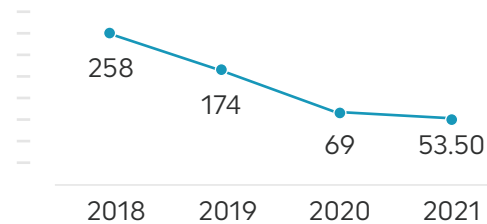


**1.92**  
million ecological envelopes

Mobile Boarding Pass Application (units)



Recycled Packaging Wastes (tons)



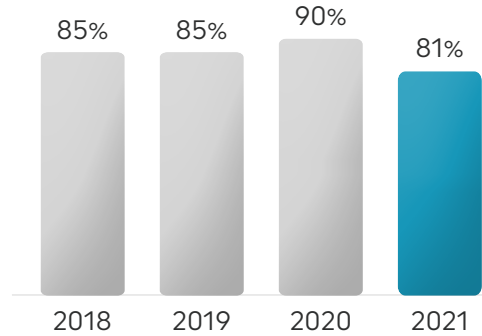
# Responsible Catering



Since its foundation, the quality level achieved in Turkish Airlines in-flight catering constitutes a significant part of the Incorporation's increasing customer satisfaction and quality perception. Considering the size and complexity of operational efforts, there is no doubt that catering services should be considered as an operation in its own right. These operations are carried out through Turkish DO&CO, a Turkish Airlines partnership. A total of 29.8 million meals were served to passengers on Turkish Airlines flights in 2021. 25.4 million out of this was realized in international flights. The total weight of the meals offered is 18.1 million tons.

Along with these efforts, studies are also carried out for the recycling of wastes generated in the production, distribution and post-consumption processes of catering products. Packaging, oil and other organic wastes generated during the production and distribution process are separated and recycled through licensed companies. In-flight waste segregation practice, which was initiated with the aim of recycling the catering wastes generated on our flights as much as possible, was carried out on 68 destinations in 2018 and 124 destinations in 2019. This practice, which we took a break in 2020 due to the pandemic, was reinitiated in 2021 and continued to be carried out on a total of 73 destinations.

**Domestic Supply Ratio in Catering (%)**



A total of



**29.8**

million meals were served to passengers on Turkish Airlines flights in 2021

The total weight of the meals offered is



**18.1**

million tons.

In 2021, Turkish Airlines provided



**305,127**

individual meal services in line with the personal preferences of its passengers.

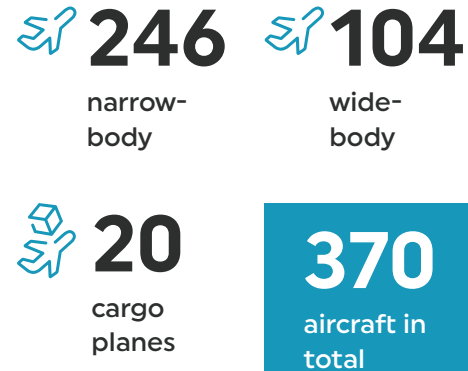




# Fleet Modernization

Established in 1933 with a fleet of five aircrafts, Turkish Airlines has rapidly expanded and diversified its fleet over time. The breakthrough in fleet modernization in the 2000s is of particular importance. The Turkish Airlines fleet, which consisted of 65 aircraft at the beginning of 2004, increased 5.7 times by the end of 2021. Turkish Airlines, the airline that flies to the most international destinations in the world before the pandemic, has a fleet of 370 aircraft in total, with 246 narrow body, 104 wide body and 20 cargo planes as of the end of 2021.

## Turkish Airlines, as of the end of 2021;



## Noise Management

Turkish Airlines aims to reduce the acoustic effects of its operations in line with its Environmental Policy. For this purpose, the most effective method is fleet modernization. Having one of the youngest fleets in the world, with an average age of 8.5, also makes a significant contribution to reducing noise emissions. With the addition of current aircraft orders to the fleet, we aim to increase the noise reduction performance.

Every aircraft participating in the fleet must have noise certificates in compliance with ICAO requirements. Technical Directorate, Airworthiness and Reliability Management carries out the necessary studies for each aircraft to obtain a Noise Certificate in accordance with national and international aviation requirements and monitors its updates. With this certificate, which specifies the noise levels of the aircraft, the airports comply with the noise level limits for landing and take-off.

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

# Flight Safety and Security

Flight safety and flight security are closely-related two phenomena that consist of different business processes and are managed with a high synergy by teams having different expertise. While flight safety efforts focus on the operations carried out to identify all potential hazards and risks within the scope of flight operations and to keep the risks at an acceptable level, flight security covers operations and measures aimed at protecting customers, employees and all relevant stakeholders, and ensuring the safety of facilities, aircraft and other assets.

Turkish Airlines always adopts the highest working standards in its operations. Flight safety and security is the basic operational norm and an absolute priority, which is at the foundation of all operations and cannot be ignored under any circumstances.



## Flight Safety

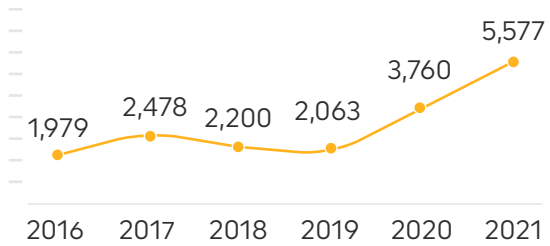




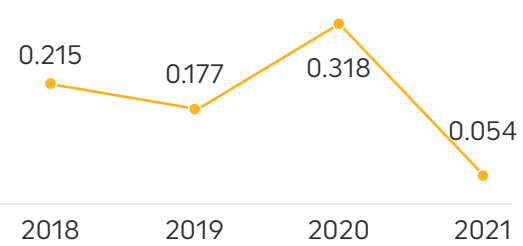
## SAFETY AUDITING

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

### Reporting Performance

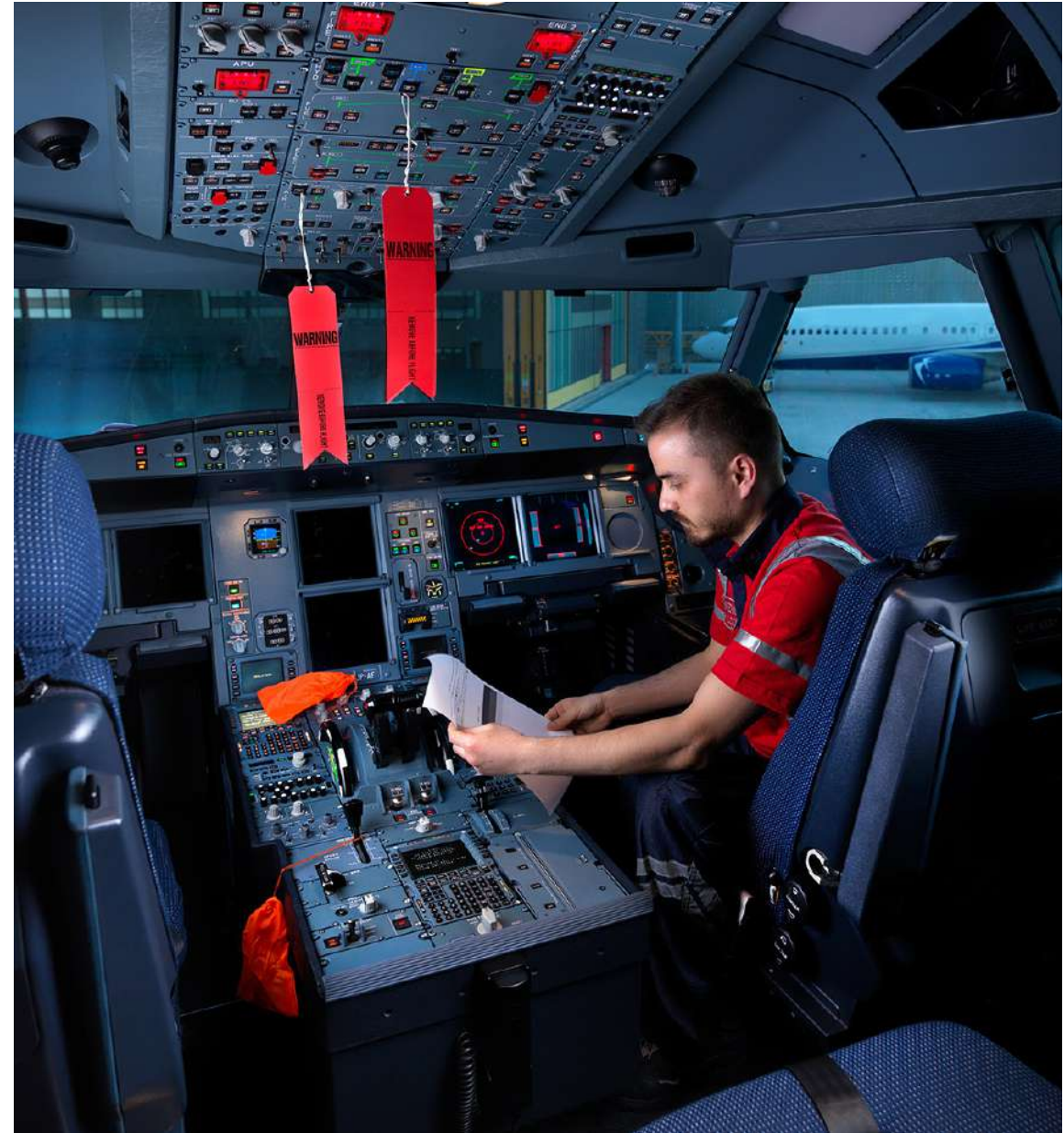


### SAFA Rate (%)



Report numbers are calculated by normalizing to each 100,000 flights.

Flight Security Trainings	2018	2019	2020	2021
<b>Number of Participants (person)</b>	<b>10,890</b>	<b>12,226</b>	<b>13,595</b>	<b>13,300</b>
Cockpit Crew	932	1,476	2,620	936
Cabin Crew	2,634	2,992	2,528	2,432
Other Employees	7,324	7,758	8,447	9,932
<b>Duration of Training (person*hour)</b>	<b>16,463</b>	<b>27,144</b>	<b>15,472</b>	<b>22,503</b>
Cockpit Crew	533	816	1,321	470
Cabin Crew	1,601	2,280	1,898	1,502
Other Employees	14,329	24,048	12,253	20,531





# Employee Health and Safety

Turkish Airlines believes that securing the health and safety of its employees, business partners and contractors and all stakeholders in its operating locations is an important component of business success. In this direction, the Incorporation positions its occupational health and safety practices as an integral part of the corporate culture by moving beyond legal requirements. Turkish Airlines Occupational Health and Safety Policy sets out the general principles to be followed in the activities of the Incorporation. Management procedures are included in the Occupational Health and Safety Management System Manual. Collective bargaining agreements with unions also contain basic elements of occupational health and safety and compliance with applicable laws and regulations. While the Occupational Health and Safety Management System was implemented in compliance with the OHSAS 18001 System Standard in the past, compliance with the most up-to-date ISO 45001 Standard has been completed as of 2021. Compliance certification with ISO 45001 Occupational Health and Safety System Standard was achieved as a result of the independent audit conducted during the year.

<b>Occupational Health and Safety Data</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Accident Frequency Rate	8.6	12.69	4.57	7.82
Accident Severity Rate	172	123	37	63
Number of Occupational Disease Cases	0	0	0	0
Fatality due to Occupational Accidents	0	0	0	0
Number of Field Surveillance Studies	-	426	204	632
Number of Physician Activities	157,016	161,992	125,326	117,699

<b>Number of OHS Training Participants</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Turkish Airlines Employees	-	14,951	20,563	153,579
Contractor Company Employees	1,165	95	67	159

<b>Disaster and Emergency Preparedness</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Number of Disaster and Emergency Training	20	24	10	19
Number of Participants in Disaster and Emergency Training	273	400	145	215
Number of Disaster and Emergency Drills	17	58	8	97

# Innovation, R&D and Digital Transformation



Turkish Airlines has a large operational volume with over 70 million customers per year. Any improvement in Incorporation has the capacity to have widespread effects. The scope of activity and the breadth of customer touch points offer many areas of development. Establishing a structure where each unit in the Incorporation can make progress in their own business area is seen as a suitable solution for the structure and market of the corporation. For this reason, while innovation studies are carried out under the responsibility of the Corporate Innovation and Projects Directorate, Business Development Directorates under the Regional Flights Directorate, Marketing Directorate, Ground Operations Directorate and Cabin Services Directorate develop projects for innovation. As of 2021, R&D activities are carried out at the R&D Center established within the body of THY Technology and Informatics Inc., which is a subsidiary of the Incorporation. During the reporting period, 829 personnel took part in the R&D studies of the Incorporation, 20 R&D studies were carried out, and 6 non-IT new product and service development studies were accomplished.

R&D Activity Data	2018	2019	2020	2021
Number of R&D employees (person)	666	752	719	829
R&D expenditures (USD)	11,800,612	7,691,853	8,857,844	3,012,839
Number of R&D projects (unit)	33	49	40	20
Number of new products and services developed (unit)	53	10	6	6

Suggestion System Data	2018	2019	2020	2021
Employees who shared suggestions (person)	6,268	4,316	7,144	507
Number of Suggestions Received From Employees (number)	16,716	21,995	24,259	25,129
Implemented suggestions (number)	659	1,100	1,225	1,227
Financial benefit from employee suggestions (million USD)	55	132	163	185





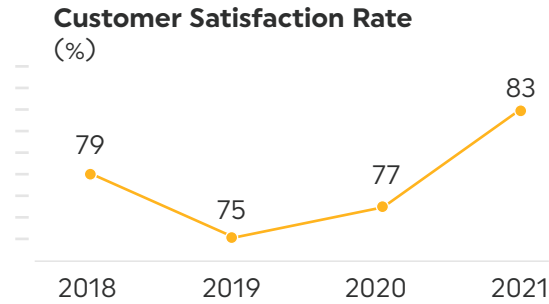
# Customer Satisfaction

The aim of Turkish Airlines is to strengthen customer satisfaction and loyalty by creating the highest level of customer experience in all service processes.



Customers are contacted through many channels with the aim of learning about their expectations and responding effectively. Implementations are developed with the feedback obtained.

	2018	2019	2020	2021
Number of incidents that the customers have been followed up (number)	18,260	30,882	7,711	14,458
Average response time to customer complaints (day)	7	5.8	4.9	4.3



Turkish Airlines customer satisfaction rate in 2021 was

**83%**

and its Net Promoter Score (NPS) was

**42**

During the reporting period, a timely departure rate of

**84.30%**  
was achieved on Anadolu Jet and Turkish Airlines flights.

The rate of baggage disruptions was also reduced to

**3.7**  
per thousand passengers during the period.

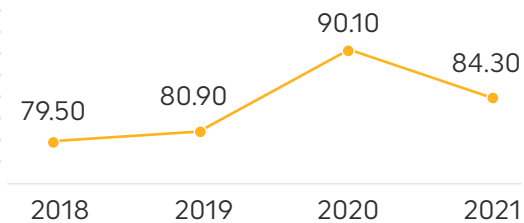
Against the disruptions experienced in 2021,

**14,458**  
customers were followed up.

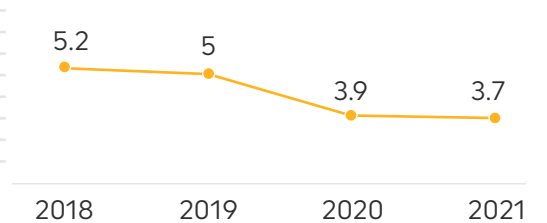
The average turnaround time was also reduced to

**4.3**  
days.

On-time take-off rate (%)



Baggage Irregularity Rate (%)





# Employee Demographics



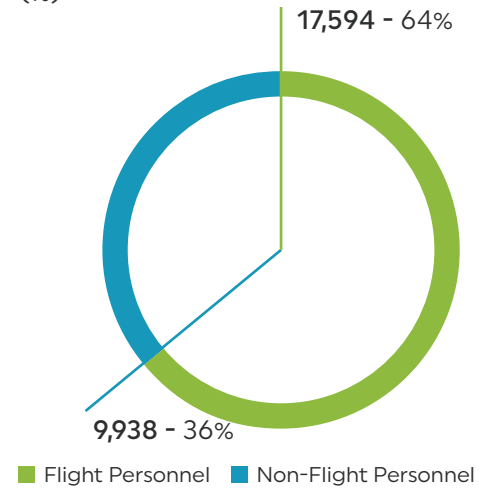
Turkish Airlines offers its employees, living in various parts of the world, a working environment where employee rights, diversity and equality are respected and where creativity, development and team spirit are supported. The Incorporation aims to maintain an environment of trust within the company, which respects the private lives of individuals, is fair, constructive, and where ideas can be exchanged freely with a common understanding of success.

Operating with 27,532 employees as of 2021, one of the most important factors behind the success of Turkish Airlines is its young and dynamic staff. The average age of employees within the Incorporation is 36. Turkish Airlines employs a total of 17,594 flight personnel, of which 5,561 are cockpit crew and 12,033 cabin crew.

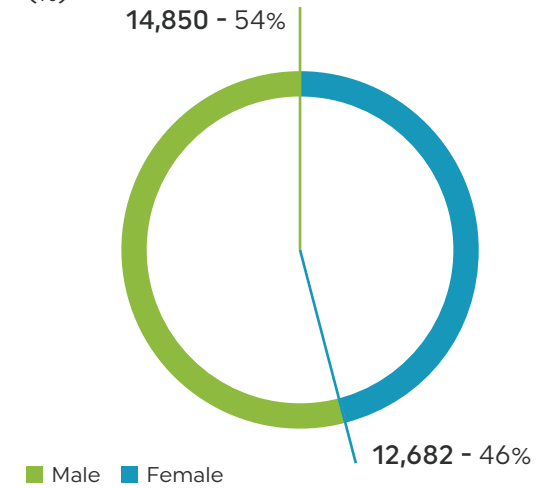
Turkish Airlines operates with **27,532** employees as of 2021.

Turkish Airlines employs a total of **17,594** flight personnel.

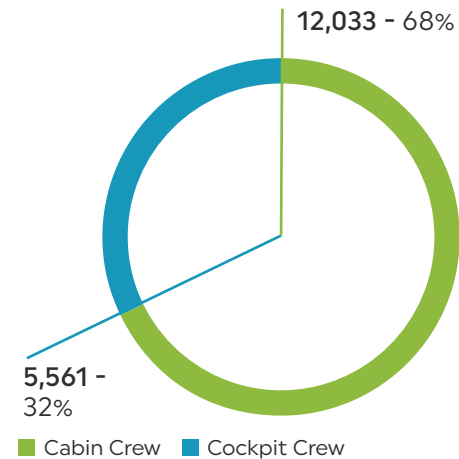
**Employees by Category**  
(%)



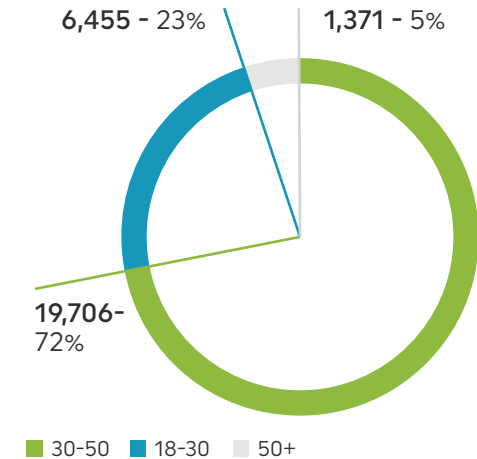
**Employees by Gender**  
(%)



**Flight Personnel by Category**  
(%)



**Employees by Age Group**  
(%)



EMPLOYEE DEMOGRAPHICS	2018	2019	2020	2021
Total Workforce (number)	26,739	29,491	28,668	27,532
Female	12,332	13,579	13,129	12,682
Male	14,407	15,912	15,539	14,850
Employee Category (number)				
<b>Cockpit Crew</b>	5,213	5,839	5,756	5,561
Female	241	297	303	296
Male	4,972	5,542	5,453	5,265
<b>Cabin Crew</b>	10,513	12,247	12,281	12,033
Female	7,161	8,243	8,105	7,910
Male	3,352	4,004	4,176	4,123
<b>Technical Team - Engineer</b>	413	402	368	353
Female	170	177	169	171
Male	243	225	199	182
<b>Technical Team - Technician</b>	172	203	189	152
Female	11	11	11	1
Male	161	192	178	151
<b>Non-flight Personnel</b>	11,013	11,405	10,631	9,938
Female	4,930	5,039	4,721	4,476
Male	6,083	6,366	5,910	5,462
Total Workforce by Contract Type (number)				
<b>Indefinite Term Employment Contract</b>	25,472	28,214	27,580	26,519
Female	11,756	12,999	12,640	12,232
Male	13,716	15,215	14,940	14,287
<b>Temporary Employment Contract</b>	1,118	1,167	1,081	1,007
Female	505	519	483	444
Male	613	648	598	563

EMPLOYEE DEMOGRAPHICS	2018	2019	2020	2021
Total Workforce by Education Level (number)				
Primary education	23	55	53	34
High school	4,443	5,024	4,486	3,997
University and Above	18,979	21,119	20,970	20,415
Total Workforce by Age Groups				
18-30	9,910	10,657	8,631	6,455
30-50	15,410	17,485	18,715	19,706
50+	1,239	1,349	1,322	1,371
Senior Management Structure (number)				
<b>Female</b>	54	61	59	56
18-30	1	1	0	0
30-50	50	56	56	49
50+	3	4	3	7
<b>Male</b>	553	564	560	528
18-30	29	13	7	1
30-50	487	510	514	487
50+	37	41	39	40
Mid-level Management Structure (number)				
<b>Female</b>	482	516	496	498
18-30	33	34	25	21
30-50	428	459	448	453
50+	21	23	23	24
<b>Male</b>	1,041	1,117	1,066	1,095
18-30	141	101	66	53
30-50	855	963	945	987
50+	45	53	55	55

EMPLOYEE DEMOGRAPHICS		2018	2019	2020	2021
New Recruits (number)					
	Female	1,437	1,781	118	131
	Male	2,463	2,161	416	235
Employees Left (number)					
	Female	473	535	569	578
	Male	763	654	789	924
Turn Over (%) (domestic)					
	Female	4%	4%	4%	4%
	Male	6%	4%	5%	6%
Turn Over (%) (abroad)					
	Female	7%	8%	7%	9%
	Male	7%	5%	4%	6%
Employees with Disabilities					
	Female	56	60	60	57
	Male	161	175	170	155
Number of Disabled Employees in Manager Position		20	24	22	23
Workforce Under the Collective Bargaining Agreement (number)		23,015	25,513	25,054	24,307
Ratio of Female Candidates Applying for a Job (%)		41%	61%	-	-
Ratio of Female Candidates in Recruitment Interviews (%)		38%	62%	-	-
Shortlisting Rate of Candidates in the New Employment Process (%)		8%	5%	-	-
	Female	29%	57%	-	-
	Male	71%	43%	-	-
Ratio of Women Promoted During the Year (%)		50%	49%	33%	34%
Ratio of Female Employees Promoted to the Management Position for the First Time (%)		50%	50%	40%	17%

SOCIAL PERFORMANCE		2018	2019	2020	2021
Ratio of Female Employees in Income Generating Positions (%)		8	8	7	6
Ratio of Female Employees in Engineering Positions (%)		42	45	47	49
Number of Employees on Maternity/Paternity Leave					
	Female	1,063	907	823	628
	Male	791	811	531	603
Number of Employees Returning from Maternity/Paternity Leave					
	Female	906	756	677	550
	Male	792	815	534	598
Number of Employees Who Haven't Left Work for the Last 12 Months After Returning from Maternity Leave					
	Female	897	739	623	532
	Male	794	815	517	588
Number of Female Employees Benefiting from the Right to Work Part-Time After Childbirth		2	4	0	7
Number of Female Employees Benefiting from Partial Employment Right after Childbirth		32	54	61	52
Employee Trainings- Participants (number)					
	Blue Collar Employees	29,099	22,166	22,064	34,876
	White Collar Employees	87,412	135,831	153,519	136,023



# Talent Management



Recognizing its employees as the most valuable asset, Turkish Airlines addresses talent management in a holistic manner.

Being an employer of choice, Among the components of the Incorporation's talent management are to be a workplace of choice for qualified employees, to develop long-term relationships by keeping the motivation and creativity of employees alive during their working hours, to enable employees to realize their potential, and to support employees in all conditions, both socially and academically. The Incorporation aims to strengthen the sense of belonging and loyalty by providing a strong employee experience, and to keeping the progress together with employees who embrace corporate values.

In 2021,



**413,024**

people participated in the trainings held by the Aviation Academy.



**475,000**

USD has been allocated for training activities.

In 2021,



**3,524**

classroom and virtual classroom trainings



**26,980**

person\*hour total training time



**43,077**

trainees

## Flight Training Center Equipment

### Cockpit Trainings

- 24 Full Flight Simulators (FFS)
- 7 Flight Training Devices (FTD)
- 2 VSIM classrooms with a capacity of 16X2 = 32 students
- 6 Computer Based Training (CBT) classes

### Cabin Trainings

- 3 Mock-Ups
- 1 Fire Fighting Training Device (RFFT)
- 8 Door and Window Training Devices
- B777, B787 and A320 Evacuation Slide
- 4 Emergency Station Zones
- Ditching Pool
- 6 Cabin Service Training Devices (CST)

In 2021,

cabin crew members received



**277,754**

hours

Cockpit employees received

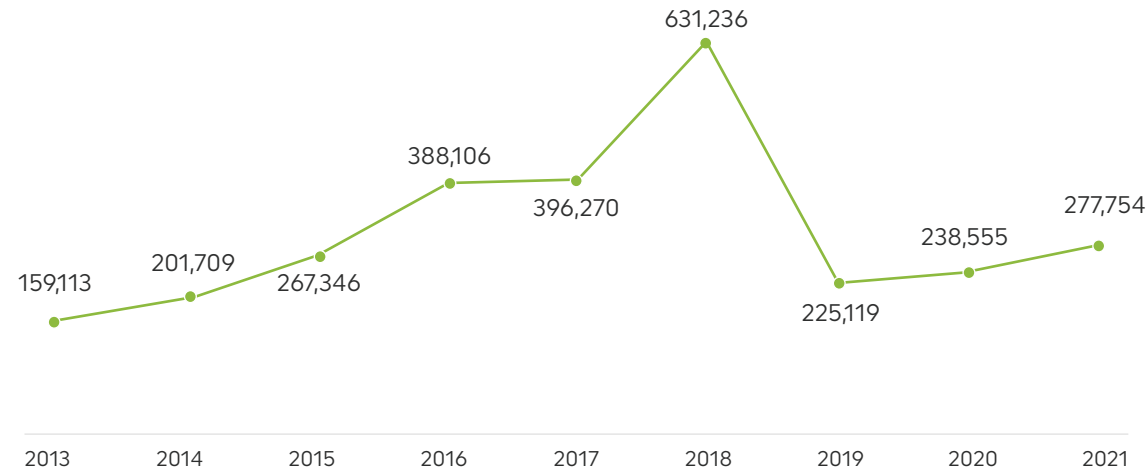


**328,394**

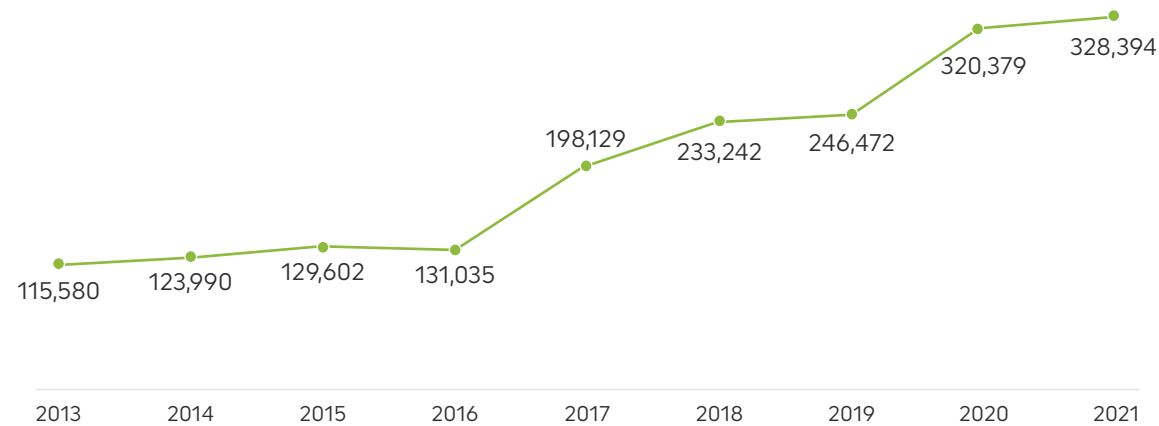
hours

of training at the Flight Training Center.

**Cabin Crew Training (hour)**



**Cockpit Crew Training (hour)**



**Employee Trainings- Participants (number)**

	2018	2019	2020	2021
Blue Collar Employees	29,099	22,166	22,064	34,876
White Collar Employees	87,412	135,831	153,519	136,023
Cockpit Crew	17,135	54,930	54,968	49,088
Cabin Crew	81,675	219,449	150,150	193,037

**Number of Employees/Managers Receiving Training on Prevention of Harassment, Mobbing, Oppression and Violence**

	2018	2019	2020	2021
Managers	100	20	414	122
Non-managers	5,879	4,843	21,948	6,085

**Number of Employees Received Training on Human Rights Policies and Procedures**

	2018	2019	2020	2021
Cockpit Crew	607	390	349	59
Cabin Crew	1,130	1,691	543	47
Security Personnel	49	19	2	1
Other Ground/Support Team	1,558	1,071	396	210

During the period,



**6.2 million**

USD revenue was generated from training sales.

**2018 2019 2020 2021**

Number of Business Interruptions Due to Strike (number)	0	0	0	0
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Number of Non-Working Days Due to Strike (number)	0	0	0	0
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# GHG Verification Statement



TÜRK STANDARDLARI ENSTİTUSU

**HEAD OF SURVEILLANCE AND INSPECTION CENTER**  
**GREENHOUSE GAS VERIFICATION STATEMENT**



<b>Certificate Number</b>	SER.006.2022/B00023																		
<b>Report Number</b>	SER.006.2022/R00012																		
<b>Date of Verification Statement</b>	17.08.2022																		
<b>Company Title</b>	Türk Hava Yolları Anonim Ortaklığı																		
<b>Company Address</b>	Yeşilköy Atatürk Hava Limanı Bakırköy/İstanbul																		
<b>Purpose of Verification</b>	Verifying the Greenhouse Gas Assertion of the organization which is prepared according to TS EN ISO 14064-1:2019 standard for the period 01.01.2021 - 31.12.2021 and verifying Total Greenhouse Gas Emissions which are in accordance with the requirements of the TS EN ISO 14064-3:2019 standard in Reasonable assurance level.																		
<b>Verification Methodology</b>	Greenhouse Gas Statement Verification is carried out in accordance with requirement of TS EN ISO 14064-3:2019 standard.																		
<b>Techniques of Verification</b>	Greenhouse gas information system controls and greenhouse gas data / information are evaluated by document review, site visits and recalculation methods and on the basis of the evidence of Greenhouse Gas Assertion is verified.																		
<b>Verification Criteria</b>	TS EN ISO 14064-1:2019																		
<b>Verification Period Base Year</b>	01.01.2021-31.12.2021 2021																		
<b>Organizational Boundaries</b>	See the annex of verification statement.																		
<b>Types of Greenhouse Gases</b>	CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HC, HFC, HCFC, SF <sub>6</sub>																		
<b>Verified GHG Emissions and Removals</b>	<table border="0"> <tr> <td>Category 1 Direct Emissions</td> <td>13,462,857.64 tons CO<sub>2</sub>e</td> </tr> <tr> <td>Category 2 Energy Indirect Emissions</td> <td>56,377.41 tons CO<sub>2</sub>e</td> </tr> <tr> <td>Category 3 Indirect Emissions due to Transportation</td> <td>46,553.21 tons CO<sub>2</sub>e</td> </tr> <tr> <td>Category 4 Indirect Emissions from Products/Services of the Organization</td> <td>3,025,455.79 tons CO<sub>2</sub>e</td> </tr> <tr> <td>Category 5 Indirect Emissions related to use of Products</td> <td>-</td> </tr> <tr> <td>Category 6 Other Indirect Emissions</td> <td>-</td> </tr> <tr> <td>Emissions due to Biomass Combustion</td> <td>-</td> </tr> <tr> <td>GHG Removals</td> <td>Not quantified by the organization</td> </tr> <tr> <td>Carbon Credits</td> <td>10,838 tons CO<sub>2</sub>e (Deutsche Emissionshandelsstelle)</td> </tr> </table>	Category 1 Direct Emissions	13,462,857.64 tons CO <sub>2</sub> e	Category 2 Energy Indirect Emissions	56,377.41 tons CO <sub>2</sub> e	Category 3 Indirect Emissions due to Transportation	46,553.21 tons CO <sub>2</sub> e	Category 4 Indirect Emissions from Products/Services of the Organization	3,025,455.79 tons CO <sub>2</sub> e	Category 5 Indirect Emissions related to use of Products	-	Category 6 Other Indirect Emissions	-	Emissions due to Biomass Combustion	-	GHG Removals	Not quantified by the organization	Carbon Credits	10,838 tons CO <sub>2</sub> e (Deutsche Emissionshandelsstelle)
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Category 5 Indirect Emissions related to use of Products	-																		
Category 6 Other Indirect Emissions	-																		
Emissions due to Biomass Combustion	-																		
GHG Removals	Not quantified by the organization																		
Carbon Credits	10,838 tons CO <sub>2</sub> e (Deutsche Emissionshandelsstelle)																		
<b>Level of Assurance</b>	Reasonable Assurance Level																		


  
 Mehmet ERGUN  
 Director of Environmental Surveillance and Verification



<https://basvuru.tse.org.tr/uye/QRKodDogrulama?code=F21C64> You can query this address to check the accuracy and validity of the document.

\* Yüzdüncü Yıl Bulvarı Cevat Dündar Caddesi 1236. Sokak No:1 Yenimahalle/ANKARA  
 \* Tel: (0312)- 592 51 35 Fax: (0312)- 592 51 85 e-posta: cvnreselgozetim@tse.org.tr

15.01.11.FR.010/02.06.2017-7



TÜRK STANDARDLARI ENSTİTUSU

**HEAD OF SURVEILLANCE AND INSPECTION CENTER**  
**GREENHOUSE GAS VERIFICATION STATEMENT**


**Organizational Boundaries;**


Ankara Esenboğa Havalimanı İstasyonu;  
 - Anadolujet Başkanlığı, Ankara Kargo Müdürlüğü, Ankara Satış Müdürlüğü, Ankara İstasyon Müdürlüğü.

Atatürk Havalimanı İstasyonu;  
 - AHL II. Bakım Üssü Binası – Hangarlar, AHL Kargo Trijenerasyon Birimi, AHL Kargo Binası, Atatürk Havalimanı Müşteri İlişkileri, Atatürk Havalimanı Yeni Inflight Depo, EBI Binası, Eğitim Başkanlığı, Ertin Plaza, Florya İnsan Kaynakları Değerlendirme Merkezi, Florya Uçuş Eğitim Merkezi, Florya Veri Merkezi, Harbiye Satış Müdürlüğü, İkitelli Arşiv, İkrâm Binası, Kadıköy Satış Müdürlüğü, K5 Servis Alanı, Levazım Depo Binası, Simülatör Tesisi, Taksim Satış Ofisi, Teknik Yemekhane Binası, THY Genel Yönetim Binası, THY Teknoloji Binası.

İstanbul Havalimanı İstasyonu;  
 - Air Staff Gate Binası, B Bölgesi Enerji Yönetimi Binası, C Bölgesi Enerji Yönetimi Binası, De-icing İstasyon Binası, Kargo Hızlı Sevk Üssü, Mega Kargo, Operasyon Center Binası/Crew Terminal Ekip, Uçak İçi Ürünler Deposu, ULD Kontrol Merkezi, Uydur Kargo Binası, Terminal Binası.

İzmir Adnan Menderes Havalimanı İstasyonu;  
 - İzmir Satış Müdürlüğü, İzmir Kargo Müdürlüğü, İzmir İstasyon Müdürlüğü.





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\* Yüzdüncü Yıl Bulvarı Cevat Dündar Caddesi 1236. Sokak No:1 Yenimahalle/ANKARA  
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15.01.11.FR.010/02.06.2017-7



## Reporting Guidance

This reporting guidance (the "Guidance") provides information on the data preparation and reporting methodologies of indicators within the scope of the limited assurance in the Türk Hava Yolları Anonim Ortaklığı (the "Incorporation") Turkish Airlines 2021 Sustainability Report (the "2021 Sustainability Report").

These indicators include social indicators and environmental indicators. It is the responsibility of the Incorporation's management to ensure that appropriate procedures are in place to prepare the indicators mentioned below in line with, in all material respects, the Guidance.

The data included in this guideline is for the FY 21 (1 January – 31 December 2021), fiscal year ended 31 December 2021, and as detailed in the "Key Definitions and Reporting Scope" section comprises only the relevant operations of the Incorporation that are the responsibility of the Incorporation by excluding information about subcontractors.

### General Reporting Principles

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

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

### Key Definitions and Reporting Scope

For the purpose of this report, the Incorporation defines:

Indicator	Scope
Fuel Consumption (Aviation Fuel) (ton & GJ)	It refers to the amount of fuel purchased for all flights of the Incorporation during the reporting period.
Fuel Saving (ton & GJ)	It refers to the total fuel savings on flights during the reporting period.
Accident Frequency Rate (%)	This indicator refers to the ratio of the total number of work incidents that occurred during the reporting period to total working hours multiplied by the value of 1 million.
Customer Satisfaction Rate (%)	This indicator refers to the customer satisfaction rate obtained with the surveys conducted during the reporting period.

## Data Preparation

### Fuel Consumption

Within the scope of fuel consumption data, the primary fuel sources of the flights, including fuel oil, are reported. Fuel data represents the amount of fuel purchased per area and it is derived from purchase invoices. The amount of fuel supplied can be in the form of liters, USG and kilograms. Reports are prepared on a ton basis.

Below formula is used to convert the total fuel consumption from kg, which the Incorporation follow in SAP system, to GJ;

$$\text{(Fuel Consumption in kg)} / 1.000.000 * \text{Net Calorific Value (i)} * 1.000$$

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

### Fuel Saving

Fuel saving applications are followed

under 4 main titles:

- **Flight Operations Applications:** Auxiliary power unit (APU) usage optimization, engine-out taxi-in, engine-out taxi-out, reduced flap at take-off, reduced flap on landing, idle reverse on landing, monitoring the extra fuel demands, CDA (Continuous Descent Approach)
- **Technical Maintenance Practices:** Monitoring aircraft aerodynamics, APU maintenance costs, lowering spare tires.
- **Flight Planning (Dispatch) Applications:** Effective flight planning system, route optimization, alternate aerodrome selection, extra fuel planning tracking, zero fuel weight tracking, statistical taxi fuel planning, statistical APU fuel planning.
- **Ground Operations Applications:** Aircraft weight reduction, catering weight reduction, potable water loading and monitoring, CG (Center of Gravity) Optimization

Calculations are made according to 22 different fuel saving methods under 4 main applications, aircraft types and the

## Reporting Guidance

flight rate at which the application is performed.

For applications that provide direct fuel savings, the equation is calculated by multiplying the relevant application rate with the amount of savings per flight, monthly flight cycle and application rate. The amount of savings per application is taken from IATA's Guidance Material and Best Practices for Fuel and Environmental Management document. (Engine-out Taxi-In, Reduced Flap Take-Off etc.)

*Formula:*

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

For applications that save fuel compared to the previous period, the equation is calculated by multiplying the difference between the previous period value and the current period value, the weight factor, the number of monthly flights and the monthly average flight time. Weight factor values are calculated as type based using the method in IATA's Guidance Material and Best Practices for

Fuel and Environmental Management document. (Alternate Selection, Dispatcher/ops Extra etc.)

*Formula:*

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

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

*(Fuel saving in tones) /1.000 \* Net Calorific Value (i) \* 1.000*

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

### Occupational Health and Safety Data

The following definitions and formulas are used in the calculation of occupational health and safety indicators.

In the reporting period, the incidents recorded by the Incorporation,

occupational accidents, fatalities among these accidents, and the number of employees reported as occupational diseases were evaluated.

The number of incidents, means the total number of work incidents. It was followed and calculated by accident investigation forms entered to the system and the Social Security Institution declarations.

No fatalities were encountered during the relevant period.

Total working hours, is obtained by calculating the number of premium days paid to SGK for employees subject to 4A. In this calculation, a working day is taken as 8 hours.

*Formula:*

*Accident Frequency Rate = Number of Accidents \*1.000.000 / Total Working Hours*

### Customer Satisfaction Rate

It is measured by the question "Overall, how would you rate your travel experience with Turkish Airlines?" in the 13-question passenger satisfaction

survey, which is located within the in-flight entertainment systems of the aircraft.

The questionnaire is evaluated on a 5-point scale. It is calculated by using the Top 2 Box method as the ratio of the passengers who answered the question "Good" and "Very good" to all the passengers who participated in the survey. While calculating the rate, the votes of the passengers who answered "I have no idea" are not taken into account.

*Formula:*

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

### Restatement

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

# Limited Assurance Report



## To the Board of Directors of Türk Hava Yolları A.O.

We have been engaged by the Board of Directors of Türk Hava Yolları A.O. (the "Incorporation") to perform a limited assurance engagement in respect of the Selected Sustainability Information (the "Selected Information") stated in the Turkish Airlines 2021 Sustainability Report (the "2021 Sustainability Report") for the year ended 31 December 2021 and listed below.

## Selected Information

The scope of the Selected Information for the year ended 31 December 2021, which is subject to our limited assurance work, set out in the pages 4, 48, 50, 53, 76, 84, 99, 102 and 103 of the 2021 Sustainability Report is summarised below:

- Fuel Consumption (Aviation Fuel) (ton, GJ)
- Fuel Saving (ton, GJ)
- Accident Frequency Rate (%)
- Customer Satisfaction Rate (%)

Our assurance was with respect to the year ended 31 December 2021 information only and we have not performed any procedures with respect to earlier periods or any information other than Selected Information in the 2021 Sustainability Report and, any other elements included in the 2021 Sustainability Report and, therefore, do not express any conclusion thereon.

## Criteria

The criteria used by the Incorporation to prepare the Selected Information is set out in section Turkish Airlines 2021 Sustainability Report-Reporting Guidance" (the "Reporting Guidance") on pages 108 and 109 of the 2021 Sustainability Report.

## The Incorporation's Responsibility

The Incorporation is responsible for the content of the 2021 Sustainability Report and the preparation of the Selected

Information in accordance with the Reporting Guidance. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Selected Information that is free from material misstatement, whether due to fraud or error.

## Inherent Limitations

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining such information.

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. The precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such

information, as well as the measurement criteria and the precision thereof, may change over time. It is important to read the Selected Information in the context of the Reporting Guidance.

## Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.





## Our Responsibility

Our responsibility is to form a conclusion, based on limited assurance procedures, on whether anything has come to our attention that causes us to believe that the Selected Information has not been properly prepared in all material respects in accordance with the Reporting Guidance. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information', issued by the International Auditing and Assurance Standards Board.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement under ISAE 3000. Consequently, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement.

The procedures we performed were based on our professional judgment

and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- made inquiries of the persons responsible for the Selected Information;
- understood the process for collecting and reporting the Selected Information. This included analysing the key processes and controls for managing and reporting the Selected Information;
- evaluated the source data used to prepare the Selected Information and re-performed selected examples of calculation;
- performed limited substantive testing on a selective basis of the preparation and collation of the Selected Information prepared by the Incorporation and

- undertook analytical procedures over the reported data.

## Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that Incorporation's Selected Information for the year ended 31 December 2021, is not properly prepared, in all material respects, in accordance with the Reporting Guidance.

## Restriction of use

This report, including the conclusion, has been prepared for the Board of Directors of the Incorporation as a body, to assist the Board of Directors in reporting Türk Hava Yolları A.O.'s performance and activities related to the Selected Information. We permit the disclosure of this report within the 2021 Sustainability Report for the year ended 31 December 2021, to enable the Board of Directors to demonstrate they have discharged their governance responsibilities by commissioning a

limited assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors of Türk Hava Yolları A.O. as a body and Türk Hava Yolları A.O. for our work or this report save where terms are expressly agreed and with our prior consent in writing.

PwC Bağımsız Denetim ve  
Serbest Muhasebeci Mali Müşavirlik A.Ş.

Baki Erdal, SMMM  
Partner

Istanbul, 11 October 2022



## Contacts

Any feedback we receive from you remains a source of great strength for us.

Contact for Feedback  
sustainability@thy.com

T: +90 212 463 63 63

F: +90 212 465 21 21

Address: Turkish Airlines Headquarters Yeşilköy Mahallesi Havaalanı Cad.  
No:3/1 34149 Bakırköy/İstanbul Türkiye

Reporting Advisor:

KIYMET-<sup>i</sup>  
harbiye

www.kiymetiharbiye.com

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