



TURKISH TECHNIC

2023 - 2024

SUSTAINABILITY REPORT



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1. ABOUT THE REPORT

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About the Report

Türk Hava Yolları Teknik Anonim Şirketi (Turkish Technic), a joint stock company in which Turkish Airlines Inc. is the sole shareholder, operates in the aircraft maintenance, repair, and overhaul sector. Our company continues its operations to achieve operational excellence by adopting a service approach aligned with both national and international standards.



In addition to being our first published sustainability report, this document reflects our commitment to adopting industry best practices by transparently sharing our environmental, social, and governance (ESG) performance with stakeholders.

Prepared within this scope, our report covers Turkish Technic's activities carried out between January 1, 2023, and December 31, 2024. Prepared in accordance with Global Reporting Initiative (GRI) standards, the document covers our operations at our headquarters as well as Istanbul Airport, Atatürk Airport, Esenboğa Airport, Aydın Çıldır Airport, and other airports across Türkiye.

Reporting on our ESG performance enables us to transparently assess our current status while showcasing the progress we have made in line with our vision to lead the sector. While independent financial audits are conducted every six months, we plan to publish sustainability reports on an annual basis. By these means, we aim to evaluate sustainability data from a more comprehensive perspective.

In addition to evaluating our ESG performance against previous data, this report serves as a roadmap to support our progress toward our strategic goals. Throughout the reporting process, we adopted an approach that is aligned with sectoral standards and focuses on continuous improvement. Progress on ESG performance will continue to be transparently disclosed to stakeholders through sustainability reports that will be published annually.

For any questions, feedback, or information requests regarding our report, please contact us through the communication channels listed below:



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Message from the Chairman



“As an MRO service provider striving for the summit of its sector, Turkish Technic is intensifying its efforts toward a sustainable aviation future.”

Dear Stakeholders, Employees, and Business Partners,

For Turkish Technic, 2024 was a year in which we further strengthened our solid position in the global aircraft maintenance and overhaul sector and shaped the future with our innovative solutions. This year, we are proud to share with you our first sustainability report, prepared in line with the Global Reporting Initiative (GRI), which outlines our sustainability vision on a broad scale. This report serves as a guide to transparently measure and improve our sustainability performance and to turn our commitments for the future into reality.

Our sustainability strategy aims not only to mitigate environmental impacts but also to enhance employee well-being, strengthen our company's occupational health and safety culture, further reinforce the strong relationships we have built with local and global communities, and create long-term value for our stakeholders.

In line with our economic sustainability goals, we continue to enhance our global competitiveness and expand our share in service exports. Demonstrating these efforts, we are proud to have been awarded "Service Export Champion" by the Service Exporters' Association in both 2023 and 2024. The 2,188,022 thousand USD in revenue we generated in 2024 reinforces our presence in the international market, solidifying our goal of adding value to Türkiye's economy. Driven by our goal to rank among the world's top three maintenance centers, we will continue to accelerate our invest-

ments and innovative projects in the coming period.

We continue to work toward elevating our operational excellence and delivering innovative solutions to our customers. This year, we successfully completed maintenance operations on a total of 4,117 aircraft. Within this scope, we efficiently handled the maintenance processes of 581 aviation companies and increased our 2024 external (third-party) customer diversity by 10%. We expanded our service network by adding seven new stations where we perform maintenance. This enables us to provide faster and more effective solutions to our customers while also strengthening our credibility and competitiveness on the international stage.

This year, we partnered with Elbe Flugzeugwerke GmbH (EFW), a leader in aerospace engineering and technology, on a project to convert Airbus A330 aircraft into freighters. The project delivers effective solutions for our customers by boosting operational efficiency, minimizing environmental impacts, and promoting more efficient use of resources. With this partnership, we aim to contribute to the advancement of the aviation sector while establishing a model that supports circular economy principles. With our advanced engineering capabilities and innovative industry approach, we will continue our unwavering mission to build a sustainable future for aviation.

During the reporting period, the projects we implemented under our MRO

Solutions portfolio supported our commitment to minimize both operational and environmental impacts. Additionally, we launched new projects as part of our Innovation Center and our Part 21 rapid support initiatives. We attach great importance to developing R&D projects that will steer the aviation sector.

Accordingly, the projects we have implemented embody a technology-driven growth strategy. We acquired 212 new capabilities in 2023 and raised that figure to 227 in 2024, marking yet another important milestone in our growth journey. Our company provides solutions for aircraft maintenance, repair, and overhaul processes that leverage digitalization, agility, and cost advantages. By integrating these innovative concepts with our business processes, we offer our customers flexible solutions and prepare our sector for the future.

By prioritizing sustainable designs and environmentally conscious projects for our buildings, we have elevated our environmental performance to international standards with the Leadership in Energy and Environmental Design (LEED) certification. Accordingly, our ASG and MRO buildings at Istanbul Airport, as well as our two maintenance hangars at Sabiha Gökçen Airport, hold LEED certification. These certificates demonstrate that our buildings meet international standards in terms of energy efficiency, water conservation, material selection, and indoor environmental quality. Thanks to these practices that are part of our sustainability strategy, we aim to minimize our environmental impact and set an exemplary standard within the sector.

As part of our environmental sustainability approach, we place importance on energy efficiency, waste management, and renewable energy practices. The international recognition of these efforts has once again demonstrated our commitment to sustainability goals. In 2024, we achieved a significant milestone by receiving the Green World Award – Bronze from The Green Organisation for our environmentally conscious projects. This prestigious recognition shows that our efforts to minimize environmental impacts are acknowledged on a global scale. Additionally, through our waste and natural resource management efforts, we helped prevent the pollution of approximately 17.14 million m³ of water in 2024, thereby contributing to a sustainable future. In the coming period, we will continue to expand our nature-friendly practices and contribute to a greener future.

We prioritize the use of renewable energy sources and implement projects that improve energy efficiency. In this context, solar collectors installed at Sabiha Gökçen Airport, Istanbul Airport, and Atatürk Airport partially meet the hot water needs of our facilities, enabling significant energy savings. In 2024, we focused on optimizing energy use and reducing environmental impacts in line with our environmental policies. That same year, we received the ISO 50001 Energy Management System certification, reflecting our alignment with international standards. We aim to support sustainable growth by increasing our investments in renewable energy in 2025.

Additionally, we achieved our goal of sourcing 14% of our energy consump-

tion from renewable sources and documented this effort through the internationally recognized I-REC (International Renewable Energy Certificate). For the coming year, we aim to increase this rate by 42.85%, certifying 20% of our energy consumption. These efforts not only reduce our carbon footprint but also strengthen our commitment to a sustainable growth model, demonstrating our determination to improve energy efficiency and reduce environmental impacts through innovative solutions.

Behind all of these achievements stand our greatest strength—our employees. As a global MRO service provider, we serve our customers with a workforce of 11,502 employees as of the end of 2024. Supporting employee development, enhancing occupational health and safety, and fostering an inclusive working environment are among our top priorities. Receiving the "International Safety Awards" from the British Safety Council in 2023 was a testament to our internationally recognized commitment to occupational health and safety. Additionally, the "Happy Workplace" award we received that same year serves as concrete evidence of our dedication to employee satisfaction and engagement.

Following the February 6, 2023 earthquakes centered in Kahramanmaraş, which left the whole country in a state of grief, our colleagues from the Turkish Technic family went to the region to fulfill our duty. Our 300-person field team, experienced in first aid and emergency response, took an active role in search and rescue operations, while our 350-person support team, which included psychologists, pro-

vided psychosocial support to earthquake victims. Additionally, we provided free aircraft maintenance services to international airlines organizing aid flights to Türkiye, offering meaningful support to our country and people during this difficult time.

Our goal is to provide solutions that meet today's needs while also shaping the future of the industry.

Like every other component of the Turkish Airlines ecosystem, we at Turkish Technic are fully aware of our responsibility to help build a sustainable future. In this regard, we will continue our efforts focused on environmental sustainability and human value, contributing both to our country and to the global aviation ecosystem.

I would like to thank all our stakeholders, employees, and business partners who walk this path with us, and I express my hope that we will move forward together toward a greener and stronger future.

Sincerely,

Ahmet BOLAT
Chairman of the Board of Directors



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Turkish Technic At a Glance



**2 Continents,
11 Hangars,
647,000 m² Covered Area**



**Maintenance Capacity for
Handling 56 Aircraft
Simultaneously**



**18 Different Service
Categories**



**Experience in
1,000+ Modification
Projects**



**11,500+ Expert
Employees**



**645,000+ Hours of
Training That Support
Continuous Development**



**Certified by
30+ Countries**



**Holding
70+ Certifications**



**13,559 MWh
Renewable Energy
Procured (I-REC Certified)**



**474,050 kg of
Waste Oil
Recovered¹**



**3.88% of Mains
Water Supplied
by Rainwater²**



**28,820 LED
Fixture
Replacements³**



**14% of Electricity
Consumption from
Renewable Resources⁴**



**9 Internationally
Prestigious Awards**

¹ Prevented Pollution of Clean Water Equivalent to Istanbul's Approx. 8-Day Water Consumption

² Water Recovery Equivalent to fill 7 Olympic-Sized Pools

³ Energy Savings Equivalent to 1,032 Trips Around the World by an Electric Vehicle

⁴ 5,993,080 kg of CO₂ Emissions Avoided



**TURKISH
TECHNIC**

Turkish Technic: Past to Present



1933

"State Airlines," Türkiye's first civil aviation organization, was founded.



1955

State Airlines was renamed "Turkish Airlines Inc."



1957

Aircraft repair operations began at the Yeşilköy facilities.



1959

An agreement was signed with Lockheed International to provide repair services for the Air Force and foreign airline operators.



1960

Maintenance workshops gained the capacity to service, repair, and overhaul piston and turboprop aircraft.



1963

The workshops became capable of performing all maintenance, repairs, modifications, and overhauls of fuselage, engines, and accessories in line with international civil aviation regulations.



1974

FAA Certificate TQKY144F was issued, certifying that the facilities met international standards.



1977

The 1st Maintenance Base was commissioned after construction was completed.



1996

Received the Joint Aviation Requirements (JAR) certificate from the Joint Aviation Authorities (JAA) of EU countries.



1999

The 2nd Maintenance Base, featuring 13,000 m² of enclosed space and 67,200 m² of annex space, was commissioned.



2004

The European Union established the European Union Aviation Safety Agency (EASA) in 2003 to replace the JAA. Turkish Technic received its first EASA certificate on November 27, 2004.



2006

Türk Hava Yolları Teknik A.Ş. was established as a wholly owned subsidiary of Turkish Airlines Inc.

Turkish Technic: Past to Present



2009

The Turkish Engine Center (TEC), a joint venture with Pratt & Whitney, was launched to provide aircraft engine maintenance services.



2010

The Aviation Maintenance, Repair, and Overhaul (HABOM) project was launched.

Turkish Cabin Interior (TCI), a joint venture with TAI, was established and began operations in the aircraft galley equipment manufacturing sector.

Turkish Nacelle Center (TNC), a joint venture with Collins Aerospace, was established and began providing nacelle systems maintenance and repair services.



2018

Cornea Aero Systems (Cornea), a joint venture with Havelsan, began operating in the in-flight entertainment systems manufacturing sector.



2019

Istanbul Airport became operational, and Turkish Technic successfully carried out the world's largest airport relocation by bringing its facilities online in a single night.

The first phase of the Istanbul Airport MRO complex, the line maintenance hangar, was commissioned.



2012

Turkish Seat Industries (TSI), a joint venture with Assan Hanil, was founded and started manufacturing aircraft seats.



2015

Türk Hava Yolları Teknik A.Ş.'s Sabiha Gökçen facilities became operational.

Türk Hava Yolları Teknik A.Ş. merged with HABOM.



2020

Construction of the first base maintenance hangars (C-D) at Istanbul Airport was completed, and the facilities became operational.



2023

Subsidiaries TCI, TSI, and Cornea were consolidated under the Turkish Cabin Interior (TCI) brand, forming a single company.

Vision and Mission

At Turkish Technic, we conduct our operations with a primary focus on aviation and operational safety, and strive for continuous improvement in line with our goals of quality, innovation, and sustainable growth.

Our vision and mission not only reflect our determination to meet today's needs but also to pursue long-term leadership in the industry. Accordingly, we shape our strategic goals with a focus on creating value for our customers, stakeholders, and employees.



Our Mission

To direct the sector by continuously improving competency through product variety, service quality and competitive position in aviation maintenance repair sector.



Our Vision

By presenting innovative solutions in the field of aviation technical services to become one of the top 3 maintenance centers globally.

Shareholding Structure and Subsidiaries

Türk Hava Yolları Teknik A.Ş. operates with 100% capital ownership by Turkish Airlines Inc., and there are no other shareholders in its corporate structure.



With its strong ownership structure and strategic vision, Türk Hava Yolları Teknik A.Ş. has reinforced its leading position in the global aviation sector, particularly in technical maintenance, repair, overhaul, and cabin interior solutions, and has also established key subsidiaries through national and international partnerships.

These subsidiaries offer high-value-added services to meet the needs of the aviation industry, by their engineering expertise, technological infrastructure, and innovation-oriented approach.

Subsidiaries

TURKISH NACELLE CENTER



Collins Aerospace



TURKISH TECHNIC

Turkish Nacelle Center (TNC)

Turkish Nacelle Center was established on December 14, 2010, following the joint venture agreement signed on July 15, 2010, between our company and Collins Aerospace (formerly UTC Aerospace Systems Aerostructures). Initially operating in the Gebze Organized Industrial Zone, TNC relocated to our Sabiha Gökçen fa-

cilities in 2014, where it continues its operations.

TNC is capable of performing repairs, maintenance, overhauls, and modifications on thrust reversers and nacelle systems for nearly all engine types. With engineers authorized for repair design and a technological infrastructure capable of performing specialized processes, including autoclave repairs, TNC serves Turkish Airlines and other domestic carriers, as well as international customers.

TNC holds maintenance licenses for new nacelle systems and parts produced by Collins Aerospace, offering significant advantages to regional customers. Additionally, TNC's access to the Collins Aerospace parts pool enables it to provide global services such as lease unit support and flight-hour agreements.



Turkish Engine Center (TEC)

Turkish Engine Center was established in 2009 as a joint venture between Türk Hava Yolları Teknik A.Ş. and leading aircraft engine manufacturer Pratt & Whitney, and began operations in 2010. TEC combines decades of engine maintenance experience from both Pratt & Whitney and Turkish Airlines, delivering services through its high-tech facilities.

TEC holds certifications from EASA, FAA, and DGCA from both Türkiye and India, providing maintenance, repair, and overhaul services for V2500-A5 and CFM56-7B engine series. As of 2018, TEC had delivered 130 engines, and since 2010, has serviced over 800 engines, becoming a key player in the industry. Operating in

line with high quality and safety standards, TEC has optimized its facilities to minimize engine maintenance costs.



TCI Aircraft Interiors

Operating in the aircraft cabin interior design and manufacturing sector, TCI offers innovative solutions for aircraft interiors. The company's technological infrastructure is integrated with its design and engineering capabilities to form a stronger, more comprehensive presence in the industry. TCI successfully blends technology and design to develop aesthetically pleasing, functional, and high-performance aircraft interior products.

Operating from two production facilities in Istanbul and Seattle, TCI offers a broad range of solutions with its team of 350 experts. With a focus on innovation, quality, and excellence, TCI continues its activities as a preferred supplier in the global aviation industry, aiming to enhance its products and deliver maximum added value to the sector.

Through their strong partnership structures and strategic partnership, our subsidiaries enhance Türk Hava Yolları Teknik A.Ş.'s global competitiveness and support its sustainable growth objectives.

Our Operations

Türk Hava Yolları Teknik A.Ş. (Turkish Technic), one of the world's leading aviation service providers, holds a strong position in the aircraft maintenance, repair, and overhaul (MRO) sector. With its team of **11.502** specialized professionals and a commitment to operational excellence, our company stands out as a key player shaping global aviation standards through its high-quality, comprehensive maintenance, design, and manufacturing services. Our services reach customers across a wide geography, including in-facility maintenance, line maintenance, and component pool support.

Our company's comprehensive services are diversified to meet all the needs across the aviation industry. Our core MRO services include **Component Pool Services, Component Maintenance Services, Landing Gear Services, Material Sales, Aircraft Maintenance, Line Maintenance, Business Jet Maintenance, Engine & APU Services, Part 21 J&G Services, Engineering Services, Cabin Interior Maintenance, AOG Services, Training Services, Non-Destructive Testing (NDT), Calibration Services, Aircraft**

Painting Services, Defense Industry Projects, Tear-Down Services, On-Site Personnel Services, Component Leasing and Exchange Services, Tire, Brake, and Wheel Services, Total Support and Fleet Management Services, Structural and Composite Maintenance, and Cargo Conversion Services.

With its broad service portfolio and industry expertise, Turkish Technic meets existing demands and contributes to the sector's transformation. With modern facilities, a qualified workforce, and an innovative approach, our company conducts its operations in line with sustainability principles, implementing operational improvements to minimize environmental impacts.

This operational infrastructure is further strengthened by our modern facilities across various regions and our broad geographic footprint. Turkish Technic operates maintenance hangars in Istanbul, Ankara, and Aydın, and conducts its central operations across two continents through its facilities located at Atatürk Airport, Sabiha Gökçen International Air-

port, and Istanbul Airport. As of 2023, Turkish Technic provides base maintenance services to customers in 39 countries, carried out at a total of eight facilities located in Sabiha Gökçen, Istanbul Airport, Esenboğa, and Aydın. At these facilities, maintenance, repair, and modification operations were performed on 128 aircraft. These operations included aircraft maintenance, aircraft parking, bridging checks, and painting services.

As of 2024, the company has provided services to 37 different countries, with maintenance, repair, and overhaul operations successfully completed on 117 aircraft. In terms of simultaneous maintenance capacity, Turkish Technic's hangar infrastructure is as follows:

Istanbul Airport (IST):

Maintenance services can be performed simultaneously on 6 wide-body and 10 narrow-body aircraft across 3 hangars. With the completion of 2 additional hangars currently under construction, the total enclosed area will reach 800,000 m²,

enabling simultaneous maintenance of 15 wide-body and 18 narrow-body aircraft.

Sabiha Gökçen Airport (SAW):

Maintenance operations can be performed on 3 wide-body and 11 narrow-body aircraft simultaneously in 2 hangars.

Atatürk Airport (ISL1 and ISL2):

4 hangars provide simultaneous maintenance capacity for 7 wide-body and 15 narrow-body aircraft. Additionally, one hangar is dedicated to business jet maintenance services.

Esenboğa Airport (ESB):

Maintenance services can be provided simultaneously for 2 narrow-body aircraft in 1 hangar.

Aydın Çıldır Airport (CII):

Maintenance services are provided for training aircraft in 1 hangar.





In addition to its wide range of services, Turkish Technic also stands out for its deep expertise in modifications. With experience gained from over 1,000 modification projects, the company is authorized to perform structural and design modifications ranging from the simplest aircraft parts to the most complex systems. Turkish Technic is also recognized by international aviation authorities as the civil aviation organization with the broadest scope of certification in Türkiye. Our company has the capability to internally develop a wide range of products, including tools and test equipment used in aircraft maintenance operations.

In its component maintenance activities, Turkish Technic provides fast and high-quality solutions to its global customer base and closely follows technological innovations to enhance operational efficiency. While developing customized maintenance programs tailored to customer needs, the company also continues to design solutions that enhance flight safety. With its international service network and sustainable growth strategy, Turkish Technic has es-

tablished a strong business model centered on customer satisfaction, while prioritizing environmental and operational efficiency as a leading global player in the industry.

In this process, Turkish Technic provides fast and effective service to customers worldwide through its robust maintenance infrastructure. In this context, through warehouses located in strategic regions such as Germany, Türkiye, Kazakhstan, Pakistan, Egypt, Oman, the United Arab Emirates, Saudi Arabia, Indonesia, and India;

In 2023, over 25,000 component pool services were delivered to 31 different companies across 16 countries, and 136,000 component maintenance operations were completed for 175 companies in 46 countries.

In 2024, more than 24,000 component pool services were provided to 44 different companies in 19 countries, and 144,000 component maintenance operations were completed for 298 companies in 68 countries.

In 2023, more than 29,000 tire and brake maintenance services were provided to 37 companies across 11 countries. In 2024, over 30,000 tire and brake maintenance services were provided to 26 companies across 15 countries, ensuring operational continuity across the industry.

The volume of services provided and the customer network reached clearly confirm the capability of Turkish Technic to meet regional and global customer demands effectively, and its operational excellence.

In addition to operational excellence, the development of human capital is one of the key pillars of Turkish Technic's sustainability vision. Training activities are a strategic area to enhance the qualifications of the aviation workforce. Practical and theoretical training on specific aircraft types is provided under SHGM SHT-145 / EASA Part-145 and Part-147, along with license examinations and preparatory courses. In 2023, a total of 170,334 participants attended technical training programs, including 23,588 in-class and 146,746 online sessions. Additionally,

1,725 participants attended type training programs, 48 participated in basic training, and 2,348 attended personal development training sessions. The training infrastructure is modern, incorporating simulation classrooms, training aircraft, and virtual reality applications, and can accommodate 1,146 trainees simultaneously.

Another key aspect of the company's sustainability goals is reducing environmental impact. Turkish Technic aims to increase the use of renewable energy and reduce natural resource consumption through environmentally friendly methods such as harvesting rainwater. Within this scope, modern facilities such as the Ahmet Karaman Operational Support Center have been commissioned at Istanbul Airport, accompanied by practices that enhance energy efficiency and reduce the carbon footprint.

Aligned with Turkish Technic's corporate vision, these initiatives enhance the company's operational strength, reinforce international partnerships, and contribute to shaping the global aviation industry.

Strategies and Strategic Focus Areas

Turkish Technic's strategic focus areas—operational excellence, customer satisfaction, continuous improvement, and sustainable growth—represent a service approach that goes beyond industry standards.



Safety First

Turkish Technic always prioritizes maintenance and flight safety, delivering reliable services and products by integrating risk management practices into its operations. In addition to a system that encourages all personnel to work in line with human factors principles, the company has established voluntary reporting and notification processes for safety and other related matters. This approach is the cornerstone of building a safety-focused work culture.



Compliance with Standards and Regulations

Compliance with national and international regulations is supported by personnel training and technical and professional practices, all grounded in awareness of health, safety, and environmental responsibility. Committed to quality service, Turkish Technic aims to enhance compliance and cooperation and to achieve its goals through effective management principles. Quality management systems are an essential part of this process.

Our operations are designed to meet the expectations of both the national and international aviation sectors and are shaped by a vision of creating sustainable value.



Customer Focus

Turkish Technic delivers services in line with customer expectations to ensure maximum customer satisfaction. Evaluating the customer feedback is actively encouraged. Customer complaints are handled in accordance with the principles of transparency, impartiality, accessibility, and fairness, providing prompt and effective solutions.



Continuous Improvement

The continuous improvement approach is an integral part of Turkish Technic's goal to enhance business processes and achieve operational excellence. In line with this approach, the company continuously reviews its processes through knowledge and technology-driven strategies, identifies improvement opportunities, and updates its practices. A strong team spirit is maintained to support the goal of being an organization that keeps evolving.



Partnering with Stakeholders

An effective cooperation mechanism has been established with national and international aviation authorities, quality auditors, and suppliers to create a sustainable collaboration platform for stakeholders. Establishing a collaborative working environment with all stakeholders is a key component of Turkish Technic's sustainability vision.

Awards and Certifications

Our Awards

- BSC Award– British Safety Council, 2023
- Happy Workplace Award– Happy Place to Work, 2023
- Best B2B Research Project Award in Curious Owl category – Turkish Researchers' Association (TÜAD) Awards, 2024
- Best NDT Facility – Top Shop Awards, 2023
- Service Export Champion – Service Exporters' Association (HİB), 2023
- Green World Award– The Green Organisation, 2024
- InovaLİG Champion – Turkish Exporters Assembly (TİM), 2024
- Service Export Champion – Service Exporters' Association (HİB), 2024
- Practices Supporting Quality of Life – PERYÖN (People Management Association of Türkiye), 2024
- Awards in "Rewards and Recognition," "Wellness," and "Attracting Top Talent" categories – Brandon Hall, 2024
- Championship Award, Inspection Drone Project, R&D Category, Ministry of Industry and Technology

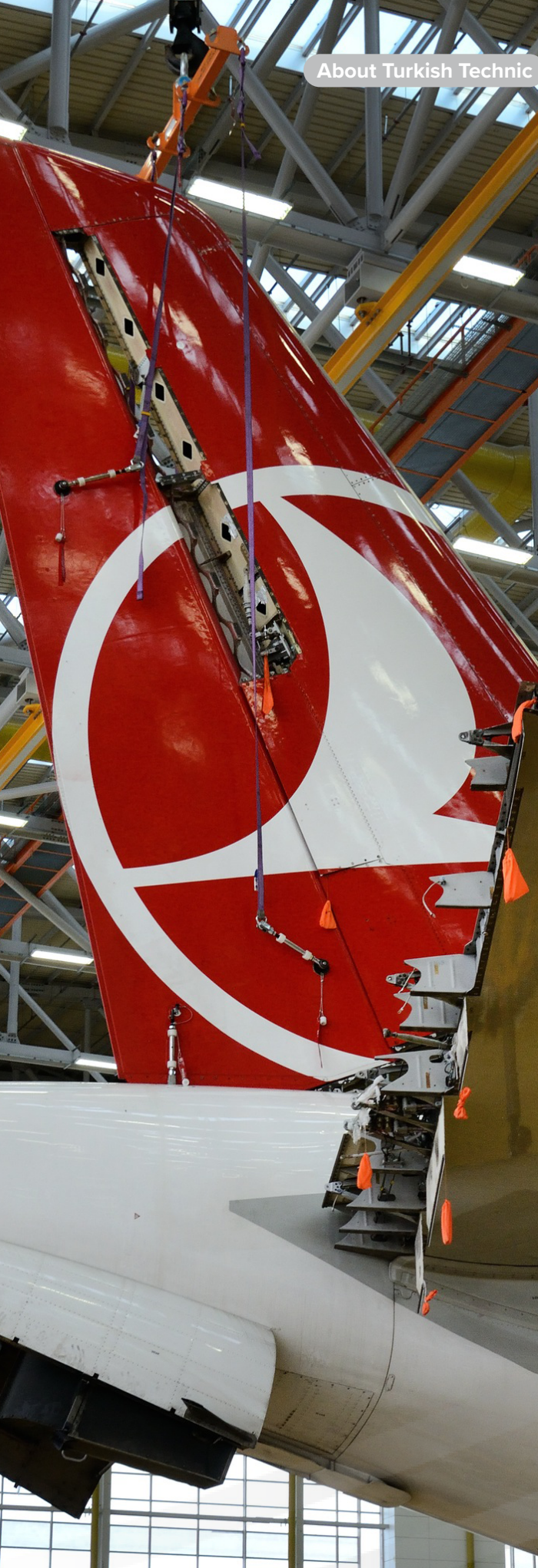
Our Certifications

Turkish Technic is a pioneering organization in its field, operating in full compliance with international aviation standards. The company's quality, reliability, and technical competencies are certified by authorized aviation bodies.

- Design Organization Approvals (DOA)
- Maintenance Organization Approvals
- Maintenance Training Organization Approvals (MTO)
- Production Organization Approvals (POA)
- Quality System Certifications

In this context, Turkish Technic is authorized by more than 30 countries and holds over 70 certifications. These certifications validate the company's international qualifications and quality systems in design, maintenance, training, and production, reinforcing its leadership position in the industry. For more details about our certifications, please visit our website.





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Our Approach to Sustainability Management

Responsibility for managing Turkish Technic's economic, environmental, and social impacts lies with the Board of Directors and Executive Committee members. Economic, environmental, and social impacts are thoroughly reviewed during the annual Management Review (MR) meetings.

The company's sustainability initiatives are carefully reviewed and approved by the highest governance body, the Board of Directors. As part of this process, the Occupational Safety and Environmental Management Department prepares a draft of the sustainability report and submits it to the Board for review. The Board evaluates the report, makes revisions if deemed necessary, and provides final approval.

The company conducts its operations with full commitment to the Sustainable Development Goals, adopting the creation of environmental, economic, and social value as a core principle. In line with its commitment to sustainable development, the company adopts a human and nature-centered approach across all stages of its operations. Turkish Technic combines its value creation efforts with growth and development, while embracing the principle of leaving no one behind. In line with this approach, innovative and upcycling-based practices are implemented to minimize environmental impact and maximize social benefit.

Turkish Technic ensures compliance with all applicable national and international regulations, particularly in the aviation sector, and develops practices that go beyond regulatory requirements where applicable. Risks and opportunities that may impact the continuity of operations, products, and services are identified early under the coordination of the Quality Assurance and Corporate

Safety Directorate, and appropriate actions are taken accordingly. In this context, the requirements of various management systems are addressed through an integrated management approach.

Ensuring the sustainability of energy and natural resources is one of the company's core priorities in combating climate change. Through efforts led by the Facility Maintenance and Administrative Affairs Directorate, energy, natural gas, and water-saving infrastructure is continuously improved at LEED (Gold)-certified facilities. New buildings prioritize green and energy-efficient solutions, and waste management is carried out across all sites under a "zero waste" approach. In recycling and recovery processes, upcycling methods based on internal resources and the company's capabilities are adopted.

The company's aircraft and component maintenance, repair, overhaul, modification, and engineering activities are carried out with a customer-focused approach. Customer complaints, suggestions, and satisfaction are carefully reviewed and evaluated through effective communication channels, without any commercial expectation; based on this feedback, efforts are made to improve products and services. The company regularly measures customer satisfaction through projects carried out under the coordination of the Sales Directorate and takes action to increase customer satisfaction.

Turkish Technic considers employees to be the most critical driving force behind its success. Technological developments are closely monitored and necessary steps are taken to ensure a safe working environment. The Human Resources Directorate and the Training Directorate regularly measure employee loyalty and satisfaction and develop projects accordingly. The company implements practices that support the health,

motivation and professional development of its employees and implements the most up-to-date human resources policies to support corporate values. Our company has established binding ethical guidelines for all employees and managers to safeguard corporate ethical principles and values, and manages related processes with transparency. In addition, the supplier management processes led by the Procurement Directorate have expanded the company's sustainable development goals to include its supplier network.

Turkish Technic is fully aware of its responsibility to society and humanity. The company respects social values, culture, traditions, and history, takes into account the expectations of relevant parties, and develops each activity in line with these values. In line with its goal of creating value for all members of society, Turkish Technic has adopted sustainable growth strategies and is committed to building a healthier world for future generations.



Stakeholder Communication

At Turkish Technic, strong and ongoing stakeholder engagement forms the foundation of our strategies that support sustainable growth. Our engagement with customers, suppliers, government agencies, local communities, and other relevant stakeholder groups enables us to understand the economic, environmental, and social impacts of our operations and manage these impacts proactively.



Stakeholders are systematically identified through a stakeholder mapping process based on the degree of their influence and importance to our operations.

This process strengthens our strategic decision-making mechanisms and ensures alignment between our sustainability strategy and stakeholder expectations.

In particular, stakeholder input plays a critical role during the **materiality analysis** phase to identify material topics and integrate them into our company's long-term objectives.

Our customer-centric approach goes hand in hand with our goal of continuously improving service quality. Feedback from customers helps us understand their expectations for our services and guides us in developing innovative solutions. Our relationships with suppliers are built on sustainability principles, ensuring environmental and social compliance throughout the supply chain and supporting a continuous cycle of evalua-

tion and improvement.

Our partnerships with national and international regulatory bodies support the accurate interpretation of legal frameworks and swift adaptation to evolving regulations, while our engagement with international communities in the context of social impact assessments reinforces our global social responsibility.



We actively use tools such as stakeholder forums, surveys, and one-on-one meetings to ensure stakeholder participation in our decision-making processes.

This participatory approach transforms stakeholder expectations and suggestions into tangible outcomes, making them a key factor in our strategic decisions. Accordingly, we aim to ensure that our decisions produce transparent, inclusive, and value-generating outcomes for our stakeholders.

Our company holds regular meetings with a wide range of stakeholders, including customers, employees, suppliers, civil society organizations, academia, public institutions, industry associations, and investors. These meetings help maintain trust and cooperation with our stakeholders while strengthening the foundation for mutual understanding and engagement.

Additionally, we regularly implement feedback mechanisms, such as customer satisfaction surveys and employee engagement surveys, to further strengthen our stakeholder engagement network. These mechanisms allow us to understand stakeholder needs and expectations better and also enable us to incorporate their feedback into our stra-

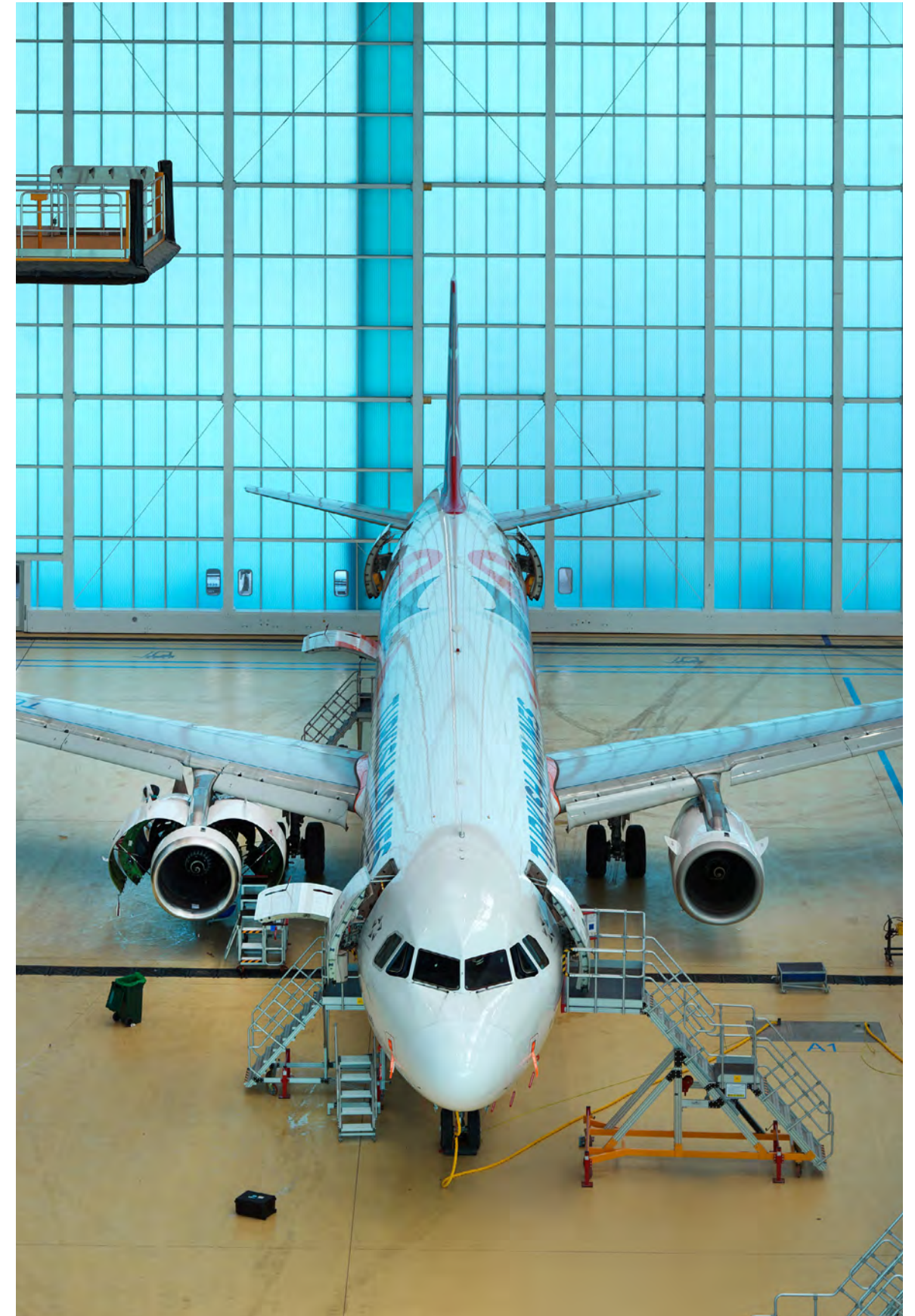
tegic goals, supporting both operational excellence and sustainable success.

The material topics identified based on stakeholder input shape our sustainability vision and form the foundation of our long-term strategies. This approach reflects not only the strong dialogue we have established with our stakeholders but also our collaborative mindset, which lies at the heart of our value creation process. Through this culture of dialogue and collaboration, Turkish Technic is committed to achieving its sustainability goals and delivering long-term value to its stakeholders.



During the reporting period, Turkish Technic conducted a comprehensive Stakeholder Engagement Table study to evaluate its communication with stakeholders and establish more effective, transparent, and sustainable dialogue.

This study aimed to identify stakeholder needs and expectations and determine appropriate levels of engagement in line with the company's operations and strategic goals. Accordingly, communication methods, frequency, and engagement levels were clearly defined for each stakeholder group, enabling the establishment of an effective dialogue mechanism.



Stakeholder Engagement Table

Stakeholder	Stakeholder Needs and Expectations	Communication Method	Communication Frequency	Level of Engagement
 Employees	Safe working conditions, career development, competitive compensation, occupational safety, and respect for human rights	Internal communication platforms, meetings, email notifications, performance evaluations	Daily: Internal communication Monthly: Performance meetings	Involve: Employees actively participate in decision-making through feedback mechanisms.
 Banks and Financial Institutions	Financial performance, sustainable financial management, compliance with payment obligations	Financial reports, investor meetings, official correspondence	Monthly: Financial status reports Annually: Financial evaluations	Inform: Transparently disclosing financial reports is of utmost importance.
 Customers	High-quality maintenance and repair services, reliable performance, cost-effective solutions	Technical meetings, feedback forms, service reports, customer surveys	Daily: Operational communication Annually: Satisfaction surveys	Consult: Customer feedback plays a critical role in service improvement.
 Suppliers and Subcontractors	Transparent business relationships, timely payments, sustainable supply chain	Supplier portal, contract meetings, performance evaluations	Monthly: Performance evaluations Annually: Contract negotiations	Transact: Performance is monitored and expectations are addressed.
 Industry Associations, International Organizations, and Regulatory Authorities	Sectoral advancement, legal compliance, establishment of technical standards	Industry meetings, international conferences, report submissions	Annually: Sectoral meetings Periodic: Compliance reports	Collaborate: Shared learning and strategic solution development toward common goals.
 Unions	Protection of employee rights, occupational safety, collective bargaining agreements	Collective bargaining meetings, negotiations, performance reports	Annually: Collective bargaining sessions	Negotiate: Communication is guided by rights protection and mutual agreement.
 Universities and Research Institutions	R&D projects, technical training, sectoral partnerships	Academic partnerships, joint projects, technical seminars	Annually: Project meetings	Collaborate: Focus on scientific R&D projects and joint solutions.
 Non-Governmental Organizations (NGOs)	Social responsibility projects, public benefit, environmental sustainability	Joint projects, events, information sessions	Monthly: Project announcements Annually: Sustainability reports	Negotiate: Projects are developed to create value aligned with societal needs.
 Local Authorities	Infrastructure support, environmental initiatives, economic development	Protocol meetings, joint projects, reporting	Annually: Project-based meetings	Involve: Active collaboration on local development and environmental compliance.
 Independent Audit and Rating Agencies	Operational performance, financial verification, sustainability criteria	Independent audit reports, assessment meetings, and requests via email, phone, or video conferencing	Semi-Annually: Financial reporting Annually: Performance reporting	Inform: Transparent data sharing and verification processes are conducted.
 Community	Social benefit, reduced environmental impact, community development projects	CSR events, community briefings	Annually: Community benefit reporting	Empower: Community involvement in projects is actively encouraged.
 Affiliates and Subsidiaries	Strategic alignment, operational efficiency, contribution to shared goals	Management meetings, operational reporting, performance evaluations	Monthly: Performance meetings Annually: Strategic planning	Collaborate: Ongoing strategic partnerships toward common objectives.

Corporate Memberships and Partnerships

Turkish Technic is a member of key institutions and organizations to support sustainable growth in its sector, contribute to economic development, and strengthen national and international partnerships. These memberships support the company in achieving its strategic goals, contributing to sectoral progress, and building strong communication with stakeholders.

We also actively support various initiatives and sectoral platforms to play a more effective role in the global competitive landscape.

Our key memberships include:



Turkish Exporters Assembly



Service Exporters' Association



Foreign Economic Relations Board



Uludağ Exporters' Association



IATA SmartHub



Ethics and Reputation Society (TEİD)



International Airlines Technical Pool (IATP)



Turkish Sustainable Aviation Platform (TSAA)

Through these memberships, we contribute to industry development and actively participate in national and international platforms, supporting the national economy and service exports.

Additionally, **Turkish Technic**, expands its field of operations through strategic partnerships, further strengthening its presence in the industry. We actively take part in key projects by extending our expertise in commercial aviation to military and training-related aviation activities.

Highlights of our key partnerships include:

Defense projects:

Since 2014, we have been actively contributing to defense projects by leveraging our expertise and experience in commercial aircraft maintenance for military aviation needs.

Airbus A330 passenger-to-freighter conversion projects:

We collaborate with Elbe Flugzeugwerke GmbH (EFW), a joint venture of ST Engineering and Airbus, a leading name in the sector.

Training aircraft maintenance:

We provide maintenance services for Turkish Airlines Flight Academy (TAFA) training aircraft at Aydın Çıldır Airport.

Turkish Engine Center (TEC):

Our joint venture with leading aircraft engine manufacturer Pratt & Whitney has been providing maintenance, repair, and overhaul services for CFM56-7B and V2500-A5 series engines since 2010.

TCI Cabin Interior:

Since 2010, we have maintained a strong partnership with TCI Cabin Interior for the design and production of aircraft cabin interior components.

Materiality Analysis

Turkish Technic has conducted a comprehensive **Materiality Analysis** by adopting the **impact materiality** approach to analyze focus areas and manage the impacts of its activities more effectively **as part of its sustainability strategy**. Within the scope of this assessment, feedback was collected through surveys from stakeholder groups, including employees, customers, suppliers, industry associations, financial institutions, independent auditors, universities and research institutions, NGOs, local governments, and affiliates and subsidiaries.

A total of **131 stakeholders** contributed to the process. Their feedback was evaluated through a 5-point scoring system, taking into account the environmental, social, and economic impacts of our operations.

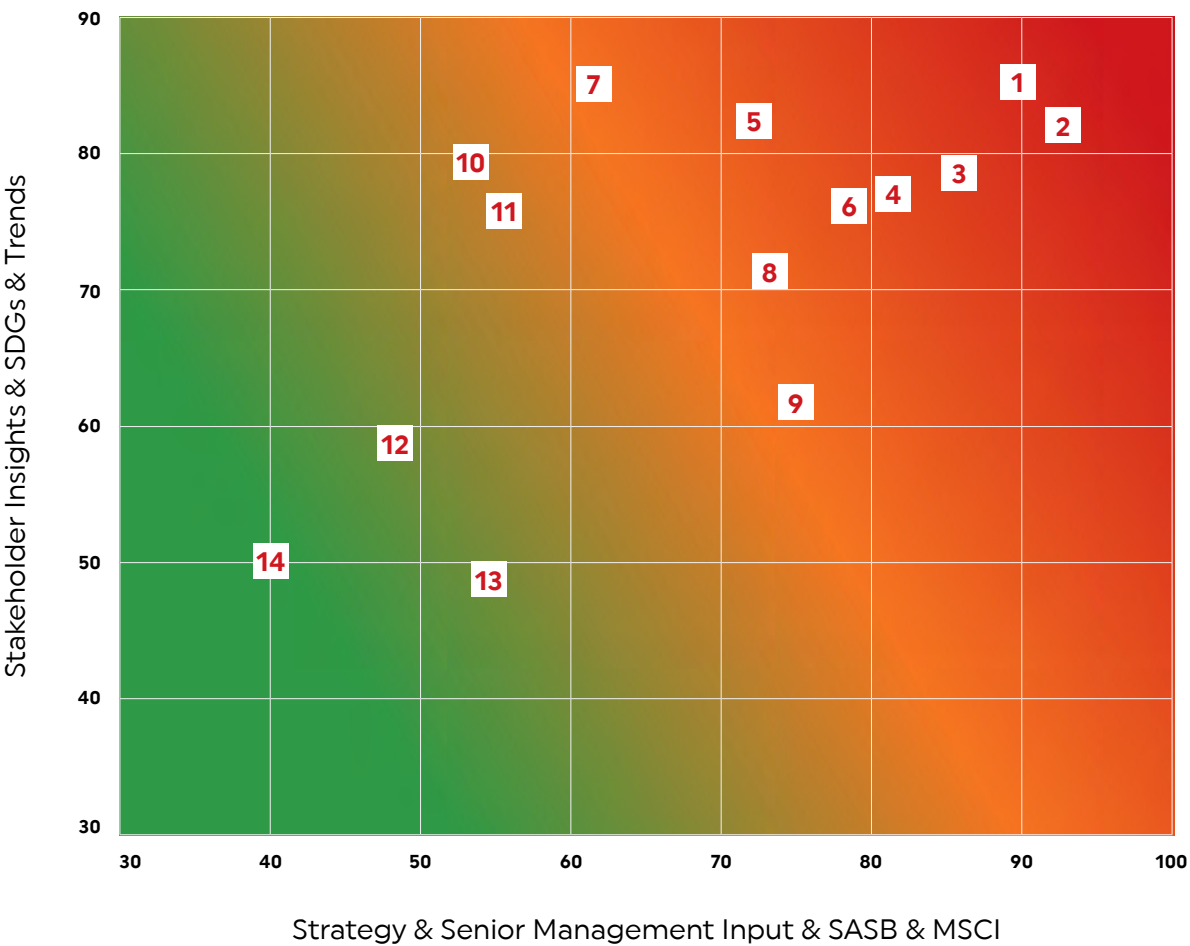
Materiality Ranking

Based on stakeholder input, material topics were identified and ranked according to their material impact. The ranking of material topics was carried out based on the following criteria:

- Data gathered from stakeholder surveys,
- Risk and sector-based material topics identified by leading international organizations such as the World Economic Forum (WEF), Morgan Stanley Capital International (MSCI), and the Sustainability Accounting Standards Board (SASB).

This approach ensured that the analysis was aligned with global standards and allowed for a comprehensive evaluation of the environmental and social impacts of our operations. Based on the findings, material topics were classified by level of impact and prioritized as follows:

Materiality Matrix



Very Highly Material Topics (80+)	Highly Material Topics (65+)	Material Topics (50+)
1 Aviation Safety and Operational Reliability 2 Employee Health and Safety 3 Energy and Emissions Management	4 Water and Resource Management 5 Waste Management and Circular Economy 6 Business Ethics and Legal Compliance 7 Digital Transformation and Innovation 8 Cybersecurity and Data Privacy 9 Customer Satisfaction 10 Employee Well-being and Development 11 Sustainable Supply Chain Management	12 Inclusion and Equal Opportunity 13 Economic Performance 14 Community Relations and Social Responsibility

Strategic Approach and Future Steps

This analysis helps clarify the material topics that Turkish Technic will focus on in shaping its sustainability strategy and enables a more comprehensive management of its social, environmental, and economic impacts. Very high material topics such as aviation safety, employee health and safety, and energy and emissions management support key actions that both enhance operational reliability and help minimize environmental impacts. Meanwhile, topics such as water management, waste management, and business ethics also play a vital role in achieving sustainable growth goals.



We aim to update this materiality analysis, which was conducted during the 2023-2024 reporting period, annually to remain aligned with changing conditions and stakeholder expectations.

By these means, we aim to continuously enhance and strengthen our sustainability strategy based on analyses supported by stakeholder insights.

The outputs of this process will reinforce Turkish Technic's sustainability journey at both local and global levels, providing a foundation for setting future goals in a more conscious and determined way.



4. RESPONSIBLE CORPORATE GOVERNANCE

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Corporate Governance

Board of Directors

Turkish Technic's governance structure encompasses a wide range of responsibilities—from strategic decision-making to managing the company's economic, environmental, and social impacts. As the highest governing body, the Board of Directors plays a critical role in strategic governance and in driving the achievement of sustainability goals. **The Board of Directors and the Executive Committee oversee all company operations, implementing principles of transparency and accountability, and managing the company's ESG impacts with a strong sense of responsibility.**

The Chairman of the Board and Executive Committee serves as the head of the highest governance body but does not assume direct operational responsibilities as a senior executive. This structure allows for an impartial perspective in strategic decision-making and supports the effective functioning of oversight mechanisms.

The Board of Directors is composed of **six members elected by the General Assembly**. Each member serves a **one-year term**. The General Assembly holds the authority to dismiss members before the end of their term. Members whose terms have expired may be re-elected. To be eligible for Board membership, it is required and adequate for candidates to meet the qualifications and conditions set forth in the Turkish Commercial Code and relevant legislation.

In the event of a vacancy (due to death, resignation, or dismissal), the position is filled in accordance with the relevant provisions of the **Turkish Commercial Code**.

Board Members and Areas of Expertise

The members of the Board of Directors bring diverse areas of expertise that support the company's sustainability objectives and strategic management processes:

Prof. Dr. Ahmet Bolat

Prof. Bolat serves as the Chairman of the Board and the Chairman of the Executive Committee and is a professor of Industrial Engineering.

Mikail Akbulut

Akbulut serves as General Manager and Member of the Board and holds a master's degree in Electrical and Electronic Engineering.

Assoc. Prof. Murat Şeker

Dr. Şeker holds a PhD in Economics and possesses in-depth expertise in financial analysis and strategic planning.

Mustafa Yılmaz

Yılmaz is a legal expert with executive-level experience in the energy sector.

Ayşegül Denli

Denli holds a degree in Political Science and is a Certified Public Accountant. She also holds the title of International Quality Auditor, with significant experience in aircraft financing, fuel management, procurement, treasury, insurance, and risk management.

Ahmet Olmuştur

Olmuştur holds bachelor's and master's degrees in Business Administration and has expertise in revenue management, marketing, and sales strategies within the aviation industry.



Prof. Dr. Ahmet BOLAT

Türk Hava Yolları Teknik A.Ş. Chairman of the Board of Directors and the Executive Committee

Born in Konya in 1959, Prof. Ahmet Bolat graduated from Istanbul Technical University in 1981 as an Industrial Engineer. In 1984, he graduated with an M.Sc. Operations Research program at Stanford University, and in 1988, he obtained his Ph.D. in Industrial and Operations Engineering from the University of Michigan.

Prof. Bolat started his career in 1981 as a Design and Production Engineer at Yıldız Kalıp Company. Between 1985 and 1988, he held various roles at the University of Michigan, including as a teaching assistant, research assistant, and assistant professor. From 1988 to 2005, he worked as an assistant professor, associate professor and professor at the Industrial Engineering Department of King Saud University, Riyadh.

He was assigned as Senior Vice President of Investment Management at Turkish Airlines Inc. in 2005 and served as Chief Investment and Technology Officer between 2012 and 2022. During his tenure, he managed strategic growth plan of Turkish Airlines and led the team which procured around 550 aircraft to Turkish Airlines fleet. Being also responsible for International Relations & Alliances, Prof. Bolat has managed Government Affairs issues & commercial agreements with airline partners, ensuring partnership & network development with enhanced bilateral relations. He also led the feasibility study of Alliance selection project for Turkish Airlines.

In 2022, Prof. Ahmet Bolat was appointed as the Chairman of the Board and the Executive Committee of Turkish Technic.



Doç. Dr. Murat ŞEKER

Member of the Board and
Deputy Chairman

Murat Şeker, PhD earned his undergraduate degree in Industrial Engineering from Marmara University in 2000, followed by a Master's Degree in Economics from Sabancı University in 2002. Then, he earned a PhD in Economics from the University of Minnesota, USA, in 2008. Between 2008 and 2011, Dr. Şeker worked as an analyst in the Entrepreneurship Research Department under the Vice Presidency for Financial and Private Sector Development at the World Bank in the United States. Between 2011 and 2013, he served as an economist in the Innovation, Technology, and Entrepreneurship Department of the same organization.

Dr. Şeker returned to Türkiye in 2013 and worked at Ziraat Bank as Senior Vice President of Investor Relations Department. In August 2014, he was assigned as

Senior Vice President of Financial Institutions and Investor Relations Department. During his tenure at Ziraat Bank, Dr. Şeker served as a Board Member of Ziraat Investment, Ziraat Private Pension, and Ziraat Insurance subsidiaries. In July 2016, Dr. Şeker was assigned as the Chief Financial Officer of Turkish Airlines, and in March 2021, he was additionally appointed as a Member of the Board and the Executive Committee of Turkish Airlines. Dr. Şeker also serves as a Board Member of SunExpress.

Between 2015 and 2018, Dr. Şeker lectured as part-time professor at Boğaziçi University, Faculty of Economics and Administrative Sciences, and received the Associate Professorship title in October 2018.



Mikail AKBULUT

Member of the Board

Mikail Akbulut graduated from Istanbul Technical University's Department of Electrical Engineering, and completed his Master's Degree in Electrical Engineering at the Institute of Science. In 2010, he began his career at Türk Hava Yolları Teknik A.Ş. in the Aircraft Maintenance Directorate as an Avionics Maintenance Engineer.

He subsequently served as Narrow-Body Maintenance Manager, Cabin Maintenance

Director, and Deputy General Manager of Operations. As of May 2021, Akbulut was appointed General Manager of Türk Hava Yolları Teknik A.Ş. and a member of the Executive Committee. In March 2022, he was appointed Chairman of the Board of Directors of Turkish Nacelle Center, and in July 2023, he was elected as a Member of the Board of Directors of Türk Hava Yolları Teknik A.Ş. Originally from Bayburt, Akbulut is married with two children.



Mustafa YILMAZ

Member of the Board

Mustafa Yılmaz was born in 1966 in Nizip, Gaziantep. Following his secondary education at Nizip, he completed his studies between 1984 and 1988 at Istanbul University's Faculty of Law.

He started his career as a freelance lawyer in 1989 in Istanbul, and worked as a lawyer in the energy sector between 1993 and 2004. During this period, he contributed to the works of some NGOs.

Mustafa Yılmaz was appointed as a board member of the Energy Market Regulatory Authority (EMRA) by the decision of the Council of Ministers published in the Official Gazette dated 21 February 2004. Having been appointed as the Second President on 28 January 2010, he carried out his duty until he was assigned as the President of EMRA by the decision of the Council of Ministers published in the Of-

ficial Gazette dated 20 February 2014. Mustafa Yılmaz was reappointed as the President of EMRA a second time, on 1 March 2016.

The activities, launched to promote the efficiency of EMRA at international platforms, have increased much more during his presidency. In this period, the 6th World Forum on Energy Regulation, hosted by and under the chairmanship of EMRA, was organized in Istanbul, and EMRA has become an active member of the Energy Regulators Regional Association (ERRA) and the Mediterranean Energy Regulators (MEDREG).

Yılmaz also serves as a member of the ERRA Board of Directors. Mustafa Yılmaz speaks English, and is married with three children.



Ayşegül DENLİ

Member of the Board

Ayşegül Denli graduated from Ankara University, Faculty of Political Sciences Department in 1986. She is also a Certified Public Accountant and Financial Advisor (SMMM) International Quality Auditor. Ms. Denli started her professional life at İktisat Bank as an Authorized Assistant Auditor in 1988, where she was responsible for the operational and financial auditing process in all functions and branches.

She also served as Chief Auditor at Marmara Bank A.Ş. for four years, starting from 1990. She served as Internal Audit Manager and Secretary General at Şahinler Holding A.Ş., which is the largest textile holding, between 1994 and 1997. After working at Oyak Sigorta for another four years as Internal Audit Manager, she served as the Head of Division of

Internal Audit at AXA Sigorta A.Ş. for two years and as Head of Division of Human Resources for another 4 years and she ended her AXA Sigorta A.Ş. career after serving as Chief Financial Officer for 9 years in July 2016.

She started his career at Turkish Airlines in July 2016 as Senior Vice President of Finance and she was responsible for aircraft financing processes, fuel management and supply, treasury, insurance and risk management until February 2022. As of February 2022, she was appointed to his new position as Senior Vice President, Subsidiaries, JVs & Associates within Turkish Airlines.

Mrs. Denli also serves as a Board Member at THY Teknik A.Ş. and THY Teknoloji ve Bilişim A.Ş.



Ahmet OLMUŞTUR

Member of the Board

Ahmet Olmuştur was born in 1980 in Istanbul. After completing his primary and secondary education in Istanbul, he continued his higher education in the Business Administration Department at Marmara University. He completed his MBA through a rotational program at Long Island University (New York), European Business School (London), and Pôle Universitaire Léonard de Vinci (Paris).

Having begun his professional career with a part-time position at the Turkish Airlines Call Center in 2000, he continued his career at Turkish Airlines as a Flight Analyst in the Directorate of Revenue Management following the completion of his post-graduate studies. In the following years, Mr. Olmuştur held various positions within the same department, including Manager of Global Distribution Systems, Manager of Revenue Management and Pricing, and Senior Vice President of Revenue Management.

Since 2014, he has continued to serve in similar business areas at Turkish Airlines under different titles, serving as the Chief Marketing and Sales Officer until 2023,

and since then, as the Chief Commercial Officer. Simultaneously, he serves as a Board Member and Audit Committee Member of SunExpress Airlines, a Board Member of Türk Hava Yolları Teknik A.Ş. and as a member of the IATA Distribution Advisory Council.

Ahmet Olmuştur is responsible for Turkish Airlines' route network planning, ticket pricing strategies, sales and marketing, customer experience, the Miles&Smiles loyalty program, and corporate communications activities. He speaks fluent English and has basic proficiency in Arabic as well as reading and writing skills in Ottoman Turkish.

He is a member of the Board of Directors and the Board of Trustees of the Prof. Dr. Fuat Sezgin Research Foundation for the History of Science in Islam, a board member of the Turkish Golf Federation, a board member of the Tourism Development and Education Foundation, and a member of the DEİK/Turkey-Germany Business Council. He is married and has three children.

Independent Audit and Transparency

Although there are no independent members on the Board of Directors, the company's operations are audited by an **independent auditing firm**. These processes are conducted in accordance with applicable legal regulations and are based on the principles of transparency and accountability.

Role of Committees and Board Operations

The Board of Directors and its committees are composed of members with expertise in diverse areas, enabling them to support the company's sustainability goals and evaluate other strategic impacts.



The committees work in close coordination with the Board to ensure the effective implementation of sustainable growth strategies and to help the company achieve its long-term objectives.

The Board regularly reviews the alignment of company activities with its sustainability goals and stakeholder expectations, and takes necessary actions accordingly. In this context, the company takes strategic steps to enhance its governance processes continuously. With its robust governance structure and a leadership team that brings together a range of professional expertise, Turkish Technic demonstrates strong leadership in delivering on its corporate objectives and supporting sustainable growth.



Senior Management



Mikail AKBULUT

CEO

Mikail Akbulut graduated from Istanbul Technical University's Department of Electrical Engineering, and completed his Master's Degree in Electrical Engineering at the Institute of Science. In 2010, he began his career at Türk Hava Yolları Teknik A.Ş. in the Aircraft Maintenance Directorate as an Avionics Maintenance Engineer.

He subsequently served as Narrow-Body Maintenance Manager, Cabin Maintenance

Director, and Deputy General Manager of Operations. As of May 2021, Akbulut was appointed General Manager of Türk Hava Yolları Teknik A.Ş. and a member of the Executive Committee. In March 2022, he was appointed Chairman of the Board of Directors of Turkish Nacelle Center, and in July 2023, he was elected as a Member of the Board of Directors of Türk Hava Yolları Teknik A.Ş. Originally from Bayburt, Akbulut is married with two children.



Ömer Tayyip ÇALIŞKAN

Chief Operating Officer

Caliskan, who started to work as a planning engineer at Turkish Airlines Operations Center in 2010, was appointed as the Duty Manager of the Maintenance Operations Control Department in 2013. During his duty, he took part in the establishment of the technical operation management unit, maintenance slot, and aircraft planning optimization, AOG, and crisis management projects.

Appointed as Planning and Operations Manager at Turkish Airlines Technical Directorate in 2016, Caliskan assumed the Part-M responsibilities in the maintenance and planning processes of all aircraft in the Turkish Airlines fleet. Caliskan, who pioneered the establishment of the maintenance performance and quality

measurement and rating system, was appointed as the Senior Vice President of Aircraft Maintenance (ISL) in July 2020. During his presidency, he played an active role in the implementation of important projects such as shortening maintenance TATs, optimization of maintenance processes, and increasing customer capacity.

In June 2021, when all the maintenance units of Turkish Technic were merged under the Chief Operating Officer, Caliskan was appointed as Chief Operating Officer. Graduating from Yeditepe University System Engineering Department, Omer Tayyip Caliskan completed his master's degree in Control Engineering at Istanbul Technical University. He is married with one child.



Yasin BİRİNCİ

Chief Technical Officer

Born in 1981, Yasin Birinci graduated from the Industrial Engineering Department of Bogazici University in 2003 and completed the Executive MBA Program at Istanbul Bilgi University in 2006. His career started in the Bus Production Facility of Mercedes-Benz-Türkiye, a subsidiary of Daimler AG, in Istanbul as a junior planning engineer, where he established direct and indirect personnel requirement planning and overhead budgets for the whole company. His responsibility area also covered revising these budgets, preparing plan/actual deviation analyses, and submitting proposals to the Board of Management concerning saving potential.

At the beginning of 2007, he was appointed to the Headquarters of Daimler-Buses in Germany for an international project management position, in which he was leading a team responsible for planning and managing the production network, capacity utilization, workforce requirement, and efficiency planning for Daimler-Buses, consisting of six European-wide production facilities.

Having joined Turkish Technic in September 2013 as SVP for the Production Planning and Control Department,

he was mainly responsible for initiating and coordinating all work being done in hangars and shops by assuring the availability of required resources beginning with the most valuable one, personnel, hangar/shop facilities, working environment, tools, equipment, materials etc. He played a crucial role in major projects, including the merger of Turkish Technic and Turkish Habom, and the expansion of Turkish Technic's hangar and maintenance capacity in several airports, such as Istanbul Airport and Sabiha Gokcen Airport, resulting in a maintenance network of over 55 A/C hangar spaces in four Airports.

During the last 6 months of 2020, he was appointed as the interim SVP of the Sales & Marketing Department.

Before being appointed as the Chief Technical Officer in July 2021, he was the head of the Component Services Department, which mainly covers the planning of aircraft component inventory, managing contracted component repair and maintenance activities, and executing the component exchange operations for Turkish Airlines and other third-party operators.



Abdullah AYDIN

Chief Human Resources Officer

Abdullah Aydin was born in Istanbul in 1979. After completing his primary, secondary, and high school education in Istanbul, Aydin graduated from the Department of Economics at Marmara University in 2003.

After a year of experience in banking, Abdullah Aydin started his career at Turkish Airlines in 2006 as a specialist in the Accounting Directorate. Thereafter, he served as assistant inspector and inspector at the Inspection Board Directorate, Industrial Relations and Wage Manager at the Personnel Management Directorate, Human Resources Director at Turkish

Technic, and Inspection Board Director at Turkish Airlines.

During his 18-year tenure, he actively participated in many works to determine and implement our brand's human resources strategies and in Collective Labor Agreement negotiations. Aydin led the digitalization of audit processes and the establishment of the Internal Control and Fraud Departments.

As of July 2023, Aydin was appointed as a member of the Board of Directors of Turkish Airlines Flight Academy (TAFA). He is married with three children.



Doç. Dr. Zekeriya DEMİR

Chief Financial Officer

Having graduated from Anadolu University, Faculty of Economics and Administrative Sciences, Department of Economics in 1992, Demir completed his Master's in Economics in 1995 and his PhD in Economics in 2004 at Marmara University. In 2023, he received the title of Associate Professor in the Field of Accounting Science.

Assoc. Prof. Zekeriya Demir started his career in 1996 as an Auditor at Sahra YMM, a CPA company. He served as Internal Auditor and Shipping Operations General Manager at Gürsoy Group Companies between 2000-2006. He worked as the Financial Affairs Director at Türker Group of Companies between 2006-2007. Appointed by the TMSF (SDIF), Assoc. Prof. Demir also served as a Member of the Supervisory Board at Nergis Holding and its affiliated companies between 2005-2008.

Assoc. Prof. Demir worked as an Assistant Professor and Deputy Dean at Kırklareli University, Faculty of Economics

and Administrative Sciences, Department of Business Administration between 2009-2015. He worked as the Financial Affairs Manager at STM Defence Technologies Engineering and Trade Inc., an affiliate of the Undersecretariat of Defence Industries, in 2015 – 2016.

In August 2016, Assoc. Prof. Demir was appointed as the SVP of the Accounting and Financial Control department of Turkish Airlines. As of April 2022, he has been appointed as Chief Financial Officer of Turkish Technic.

Demir, who is a Certified Public Accountant and Independent Auditor, served as a Board Member of the Istanbul Chamber of Certified Public Accountants between 2013 and 2016. Continuing his academic studies, Demir has been publishing papers presented in national and international congresses and articles released in various journals. Assoc. Prof. Demir speaks English fluently.

Business Ethics and Legal Compliance

Our company considers maintaining high standards of business ethics across all operations among its core values. In this context, we expect our employees to demonstrate honesty, adhere to ethical principles, and conduct themselves professionally. The Code of Business Ethics and Conduct (Code of Ethics) serves as a guide to align business practices across the company with ethical values. Employees can seek the necessary support and guidance on ethical matters by reaching out to their managers, authorized advisory mechanisms as part of the Ethics Line, the Disciplinary and Ethics Procedures unit, or directly to the Legal and Compliance Directorate.

Demonstrating the importance we place on ethics and compliance, we established the Ethics Committee and Ethics Rules Training in 2022. By the end of December 2024, 10,711 employees assigned to the training program had successfully completed it. Additionally, since August 2022, we have been a corporate member of the Ethics and Reputation Society (TEİD), which was established to promote business ethics and compliance standards in Türkiye, and we continue our operations by contributing to the development of these standards.

Whistleblowing Policy

At Turkish Technic, we aim to create a safe environment for our employees and stakeholders by integrating standards based on honesty and responsibility into our business processes. Our Whistleblowing Policy, developed in line with this approach, encourages compliance with ethical principles as well as company policies and procedures, and provides a secure mechanism for reporting violations of law or unethical conduct. Within the scope of our Whistleblowing Policy, we unequivocally commit to protecting whistleblow-

ers and ensuring that they suffer no retaliation in cases where ethical violations are confirmed. In this context, issues such as corruption, conflicts of interest, fraud, money laundering, accepting gifts, bribery, and unofficial commissions are addressed explicitly in our Code of Ethics. In our Code of Business Ethics and Conduct, we define topics such as anti-bribery and anti-corruption, fraud and theft, preventing money laundering, and preventing conflicts of interest in detail, and outline the rules that must be followed. Rules aimed at preventing unfair competition and deceptive practices are also covered by this code. Our company's **Ethics Hotline**, which is managed by an independent consulting firm, ensures that reports are submitted anonymously.

Our company addresses critical topics such as conflicts of interest, fraud, money laundering, and anti-competitive practices in detail in the Code of Ethics. These provisions have been carefully designed to ensure that our employees and all stakeholders act in accordance with ethical principles in their business processes.



Preventing Conflicts of Interest:

As per the Preventing Conflicts of Interest provision, our employees are required to prioritize the interests of our company. They must avoid actions that favor their own, their families', or friends' personal interests and may not take advantage of opportunities gained through company information or other confidential data.



Preventing Fraud and Theft:

The Preventing Fraud and Theft provision strictly prohibits any act involving the theft, fraudulent acquisition, embezzlement, or misuse of any real estate, vehicles, assets, goods, or funds that may or may not belong to our company.



Preventing Money Laundering:

The Preventing Money Laundering provision places significant emphasis on combating illegal activities. Employees are required to immediately report any suspected or known illegal activity to their senior managers. These managers are, in turn, responsible for escalating such reports to the company's senior management.



Preventing Anti-Competitive Practices:

The Preventing Anti-Competitive Practices provision underscores the importance of fair competition and requires full compliance with all provisions of the Law on Protection of Competition. Within this scope, monopolistic behavior, activities designed to restrict trade, unfair competitive methods, deceptive actions, and similar practices are strictly prohibited.

These provisions of the Code of Ethics reinforce our company's commitment to business ethics and legal compliance, helping to foster a fair, transparent, and responsible work environment.

This policy was designed to ensure that our employees and other relevant individuals, institutions, and organizations act in line with our ethical principles and compliance standards. Turkish Technic employees and managers are required to comply with this policy, which is an integral part of our ethical principles. The Whistleblowing Policy is based on the Turkish Technic Ethics Procedure and the Turkish Technic Code of Business Ethics and Conduct Handbook. It is essential for our company that all internal and external stakeholders fully comply with these principles. Embedding ethical behavior as an integral part of our corporate culture is one of our fundamental principles. Our employees and stakeholders can raise their concerns confidently, without fear of retaliation. To safeguard harmony and peace in the workplace, we maintain a safe and transparent work environment by ensuring full compliance with applicable laws, standards, and regulations. The violations that can be reported through our whistleblowing mechanisms include, but are not limited to, the following:

- Bribery and corruption
- Money laundering
- Abuse of office and any form of misconduct
- Child labor, forced labor, and/or human trafficking
- Misuse of company resources
- Conflicts of interest
- Information security and confidentiality breaches
- Discrimination, bullying, and harassment
- Sexual or verbal abuse
- Violations of company policies and procedures
- Other potentially criminal acts and wrongful conduct
- Requests and complaints regarding occupational health and safety or working conditions
- Environmental pollution and complaints regarding environmental violations

These topics cover universal unethical or unlawful situations that have occurred recently, are ongoing at the time of the report, or are likely to arise in the future.

To ensure adherence to ethical principles, the Ethics Support Line is operated by an independent consulting firm. Our employees and stakeholders may report any issues or concerns they encounter through the following channels without being required to disclose their identity:



www.ttethics.com



0850 281 5088



The email address for the Ethics Line, managed by the independent consulting firm, is published on the website.

All reports submitted to the Ethics Support Line are reviewed in strict compliance with confidentiality principles. The identities of whistleblowers are protected, and no good-faith report ever results in retaliation. However, individuals who intentionally submit false or misleading reports in bad faith may be subject to disciplinary action.

Reported matters must be based on reasonable grounds, and situations that require investigation are reviewed and assessed by the competent units. After the investigation is conducted, the report, which is prepared while maintaining the confidentiality of the whistleblower, is promptly delivered to the relevant units.

If any non-compliance is identified, the necessary steps are taken to prevent the recurrence of similar situations. Within this scope:

- Relevant units are sent informational letters.
- Internal communication activities

(announcements, newsletters, training sessions) address this situation.

- Conducting a root cause analysis, administrative measures are taken, and necessary follow-ups are carried out to prevent situations that may lead to violations.

If serious problems are detected, those responsible are referred to the Disciplinary Board, and necessary sanctions are applied in line with the Disciplinary Procedure and the provisions of the Collective Bargaining Agreement. The Turkish Technic Ethics Committee is responsible for implementing, coordinating, reporting, and taking necessary actions under the Whistleblowing Policy. This policy aims to uphold our company's commitment to ethical principles and values while ensuring that the work culture remains transparent and reliable.

In line with this goal, the Ethics Committee communicates the decisions taken at its monthly meetings to the relevant units to ensure the implementation of corrective and preventive actions. In addition, reports are submitted to management every six months, and the Ethics Bulletin is prepared at regular intervals and shared with employees. Each new employee is given a presentation on the code of business ethics and conduct, which helps to convey the ethical culture to all employees effectively.

This systematic approach enables ethical principles to be firmly embraced throughout the company and corporate culture to be built on reliable foundations. As Turkish Technic, we continue to create a more transparent, harmonious, and reliable working environment for our employees and all stakeholders.

Anti-Bribery and Anti-Corruption

Integrity and transparency are fundamental principles of our company's Code of Ethics. A key element of these rules is our unequivocal commitment to

combating all forms of bribery and corruption. Our effort to create an ethical work environment for all employees and stakeholders stems not only from legal obligations but also from a strong sense of social responsibility. Accordingly, all members of the governing body are informed about the company's anti-corruption policies and procedures. Additionally, raising awareness among employees and representatives about bribery, unofficial commissions, or similar illegal payments helps strengthen the culture of ethical business conduct.

Our company takes a clear corporate stance against the use of its funds and assets—whether legally or illegally—to provide personal benefits to the representative or employee of any partner organization. Similarly, offering gifts, donations, or similar payments to public officials or employees in return for services is inconsistent with the company's ethical principles and policies. In cases where bribery or illegal offers are encountered, addressing such practices in accordance with the principle of transparency is considered important for maintaining the company's ethical culture. This approach reflects our company's commitment to integrity and ethical values.

As stated in our Code of Ethics and Whistleblowing Policy, our employees and stakeholders can safely report any suspicions of ethical violations or inappropriate conduct through the Ethics Line. This mechanism ensures that concerns regarding corruption, bribery, and other unethical behavior are reported confidentially and reliably.

Our company fully complies with laws governing anti-competitive behavior, anti-trust practices (partnerships that reduce competition in a market and attempt to create a monopoly), and monopolistic conduct. **In this context, there have been no investigations or lawsuits filed against our company.** Details such as decisions and rulings regarding com-

pleted legal proceedings are reported under the relevant sections when necessary, demonstrating once again our company's commitment to compliance with competition rules.

The Internal Audit and Control Directorate continuously assesses potential risks related to corruption and bribery. These assessments, which cover economic, environmental, and social impacts, are reported to senior management. Although it does not directly implement corrective actions, this directorate provides preventive and corrective recommendations to the relevant departments and supports the proper management of operations. It is worth noting that our company approaches risk management with a forward-looking perspective.

In the fight against corruption and bribery, it is crucial to address risks proactively and to identify areas where such situations may arise in advance. Risk assessments conducted in this context prioritize certain processes for audit based on the "History of Misconduct and Errors" criterion. Operational areas such as the "Aircraft Base Maintenance Process," "Component Maintenance Process," and "Repair Tracking Process" are considered vulnerable to errors and irregularities due to their complex structures and multi-stakeholder operations. This approach strengthens the company's capacity to combat corruption and bribery by ensuring that the relevant controls are applied more effectively in such processes.

In 2023, a total of 21 employees were subject to administrative sanctions as a result of violations reported through the Ethics Line. These sanctions were linked to various violations covered by the Code of Ethics; however, no separate statistics were kept specifically for corruption cases. We carefully analyze the nature of violations within our company and adopt a more transparent management philosophy.

Our Code of Ethics applies not only to our employees but also to all contractors, suppliers, and third parties. Enforcing anti-corruption and anti-bribery rules in the supply chain reflects our company's ethical values and professional standards. Any violation reports are reviewed by the Internal Audit and Control Department and the Legal and Compliance Department. Necessary actions are taken in cooperation with the relevant parties.

Fair Competition and Ethical Practices

Under the "Fair Conduct and Fair Competition" section of our Code of Ethics, we have pledged full compliance with the requirements of the Law on Protection of Competition. Under this section, principles that include avoiding unfair competition practices, collecting competitor information ethically and legally, and respecting the confidentiality of others' trade secrets are adopted. This, once again, underscores our company's commitment to carefully upholding ethical and legal boundaries in a competitive environment.

In potential cases of unfair competition, we conduct preliminary reviews of the allegations and initiate legal proceedings when deemed necessary. Under the Ethics Procedure, we share relevant findings with the appropriate departments and carry out detailed investigations.

Our firm commitments to combating corruption and bribery are an integral part of our core values of transparency, accountability, and ethical excellence. Through strong policies, proactive risk management, and reliable reporting mechanisms, we are committed to maintaining the highest ethical standards in our operations. We contribute to sustainable and ethical growth by encouraging our employees, business partners, and stakeholders to act in line with ethical principles and to report violations without fear.

Fair and Ethical Employer

In our Human Rights Policy, we declare that child labor is not used in any of our activities, and we base this commitment on international standards and legal regulations. In this context, we comply with the ILO's 1973 Minimum Age Convention and national regulations, and we ensure that this policy also applies to all our contractors and suppliers. If there is any risk or violation related to child labor, the validity of the relevant contracts is reassessed.

Child labor is not used in our operations, and no risk of child labor is anticipated in the sectors and lines of business where we operate. Fully aware of our responsibility in this area, we implement all necessary measures with utmost diligence. We also take special care, in line with our Human Rights Policy, to ensure that young workers are not employed in hazardous jobs. In this context, individuals under the age of 18 are strictly prohibited from working in hazardous areas such as hangars. Employees who are legally permitted to work in these areas undergo regular health checks by our company physicians to assess their suitability for the nature of the job.

Our company states its committed to conducting its activities with respect for human rights in its Human Rights Policy, and this commitment clearly extends to all our internal and external stakeholders. We do not limit the implementation of this principle to internal practices; we also expect all parties interacting with our company to adopt the same sensitivity toward human rights. This approach is clearly defined in our Code of Business Ethics and Conduct (Code of Ethics). One of our company's core priorities is to provide a safe and healthy work environment for all our employees and stakeholders. Accordingly, threatening language or behavior, violent acts, and any similar negative conduct are strictly



prohibited throughout our company. In addition, we plan to implement training programs in the coming period to raise awareness of key human rights issues such as child labor, forced labor, and/or human trafficking. These programs will remain a priority for our company in the coming period as a sign of our commitment to human rights.

We have a zero-tolerance policy against practices that violate human rights, such as forced labor, modern slavery, and human trafficking. No individual is employed in our company without their consent; there are no practices of forced or compulsory labor, such as illegal immigrants, foreign nationals without work permits, or debt bondage. We prevent the confiscation of employees' identity documents, and in the event of any violations, we promptly take action in accordance with national and international regulations.

Under the Code of Ethics, it is emphasized that ensuring a healthy, safe work environment requires prioritizing physical security as well as psychological and social well-being. Compliance with human rights principles is a prerequisite in all contracts with suppliers and third par-

ties. Should any noncompliance with the Human Rights Policy be detected, corrective and preventive actions are immediately implemented to ensure that such issues do not recur.

In the event of a potential violation, our company takes swift and effective action in line with company rules and applicable national and international regulations. Under the Code of Ethics, it is emphasized that ensuring a healthy, safe work environment requires prioritizing physical security as well as psychological and social well-being. In this context, we operate transparent processes that safeguard our employees and stakeholders, maintaining a positive work culture grounded in ethical values.

These policies ensure that our company serves as a model not only of operational excellence but also of promoting ethics, safety, and respect for human rights across society. By prioritizing the principles of trust, respect, and equality in all our processes, we aim to create a fairer and more sustainable work environment. In our recruitment processes, candidates' age eligibility is verified by reviewing their personal data within their consent, and applications from individu-

als below the designated age limit are not accepted. In line with our Human Rights Policy, all candidates are evaluated on an equal opportunity basis, and this process minimizes any risk of discrimination.

To effectively handle complaints related to ethics and human rights, we have implemented an Ethics Support Line managed by an independent firm. Employees, stakeholders, and third parties are encouraged to submit notifications through these channels. All submissions made via phone, email, or web-based forms are handled confidentially, reviewed carefully, and accompanied by protections to eliminate any risk of retaliation against the individuals who submit reports. The effectiveness of the complaint mechanisms is reviewed regularly, and the feedback received is used to drive improvements.

Our company operates effective reporting processes on business ethics and human rights issues. Employees and managers are regularly informed about the outcomes of the reporting mechanisms, root cause analyses of issues are conducted, and comprehensive action plans are implemented to prevent recurrence. In cases where an ethical violation is iden-

tified, the employees involved are referred to the disciplinary board, and the necessary sanctions are applied in accordance with the provisions of the Collective Labor Agreement. Also, during the 2023-2024 reporting period, no internal or external human rights violations were identified. The cases that were identified mostly related to suspected breaches of workplace discipline, workplace harmony, or corporate culture rather than direct violations of ethical rules. This showcases the reliable and compliant work environment fostered by our company's strong ethical standards, transparent processes, and the high level of awareness among our employees.

At Turkish Technic, we are committed to ensuring a work environment that respects ethics and human rights not only for our employees but also for all our stakeholders. This commitment is not only an obligation but also an integral part of our corporate values. Our dedication to ethics, transparency, and human rights extends beyond internal processes and also supports our goal of creating a positive impact on society at large. Building a work environment where every individual can act with confidence, respect, and equality is not a choice for us but a responsibility.

Internal Control and Audit Initiatives



Our company implements comprehensive internal control and audit mechanisms to uphold its commitment to ethical values and compliance standards, ensure the sustainability of its work culture, and identify and address any adverse impacts.

Within this framework, we developed a Whistleblowing Policy to encourage our employees to act in line with the Code of Ethics, company policies, and procedures. The Whistleblowing Policy is supported by an Ethics Support Line that allows employees, service providers, and other stakeholders to report adverse situations safely.

This mechanism provides protection against retaliation and fosters a transparent communication environment. Reports submitted through the Ethics Consultation Line are reviewed by an independent service provider, and complaints are received via phone, email, or online forms. Complaints received are reviewed on a weekly and monthly basis, ensuring that issues are addressed promptly and necessary improvements are made.

In addition to addressing situations that violate ethical principles and corporate standards, preventing and managing operational risks related to occupational health, safety, and the environment is also a priority for our company. In this context, to prevent situations such as adverse environmental impacts, workplace accidents, health risks, or non-compliance with regulations, we carry out documentation and risk assessment activities in line with ISO 14001 Environmental

Management System (EMS) and ISO 45001 Occupational Health and Safety Management System (OHSMS) standards. Annual audits are conducted by certified internal auditors, and their findings are reported. At the same time, the Quality Assurance and Corporate Safety Directorate regularly conducts internal audits as part of quality management standards and supports continuous improvement initiatives. The Internal Audit

and Control Directorate conducts risk-based audits of the company's operational and financial processes in line with national and international regulations and THY Teknik A.Ş. rules and regulations, coordinating the reporting of findings and sharing improvement recommendations with senior management.

All processes in our company are subject to risk assessments as part of the an-

nual Internal Audit Plan. Corruption and bribery risks are also considered during these assessments, and tests are performed on key metrics to analyze risks related to processes. Action plans defined by process owners are implemented, and their effectiveness is monitored on a regular basis.

Involving our stakeholders in complaint mechanisms is critical to increasing the effectiveness of these mechanisms. Accordingly, the existing Ethics Support Line has been designed as a system accessible to contractors, suppliers, and other third-party stakeholders. The service provider submits recommendations for improving the complaint mechanism through monthly reports, and adjustments are made based on stakeholder feedback.

In addition, additional processes are implemented to address adverse impacts. In this regard, relevant topics are addressed through internal announcements and bulletins using examples or Q&As, and coordination is provided for the respective units. Training programs on business ethics are organized, and every new employee receives an orientation on business ethics and codes of conduct.

The effectiveness of complaint mechanisms and other improvement processes is monitored using various measurement tools. Complainants receive regular feedback on the progress of investigations, and the performance of the processes is evaluated through face-to-face meetings and KPIs. This comprehensive approach supports our company's goal of building a business environment based on ethical values, quality standards, and transparency, ensuring a sustainable and reliable workplace for both our employees and stakeholders.



Proactive Risk and Crisis Management

In an environment where aviation industry activities require the utmost precision and diligence, risk and crisis management play a critical role in ensuring operational continuity and achieving sustainability goals. At Turkish Technic, we act in line with this awareness and manage all our processes with a proactive approach. We adopt a management approach that aims to minimize risks and maximize opportunities in key areas such as safety, quality, environmental responsibility, and occupational health and safety.

Within this scope, we have established a structured reporting mechanism for the early identification and management of critical issues. Weekly briefings and, when necessary, emergency sessions ensure that risks are addressed effectively, while the quality, legal, and internal audit units report directly to the CEO and the Board of Directors. Additionally, these issues are addressed in detail at quarterly meetings attended by the CEO, deputy general managers, department heads, and managers.



In Turkish Technic's maintenance operations and processes, potential risks and opportunities are evaluated under the Risk and Opportunity Management Procedure, focusing primarily on safety and, indirectly, on quality, on-time delivery, cost, and information security risks.

The CEO is responsible for our company's safety risks. We make data-driven decisions and develop risk management strategies through the Safety Review Board (SRB). In the internal operations of

each unit, the management of risks falls under the responsibility of the highest-ranking manager of that unit. These managers are responsible for implementing risk-related activities and monitoring their outcomes. All cases that affect safety objectives are documented in a Risk Assessment Report, and we shape our processes accordingly.

Turkish Technic's occupational health and safety processes, as well as individuals and assets that may be affected by these activities, are evaluated under the Procedure for Evaluating Occupational Health, Safety, and Environment (OHSE) Risk Assessment and Opportunities. As an employer, we conduct risk and opportunity assessments under the leadership of the Occupational Safety and Environment Directorate to ensure the health and safety of our employees and the workplace and to identify, maintain, and improve environmental aspects. The outcomes of these assessments are considered when making decisions on occupational health, safety, and environmental matters.



When conducting environmental aspect analyses, environmental impacts and sustainability criteria are considered. Risks and opportunities arising from environmental aspects with one or more significant environmental impacts are assessed.

The inputs and outputs of current, past, and planned activities are reviewed to evaluate environmental impacts at local, regional, and global scales. Direct (e.g., energy used in processes), indirect

(impacts arising from non-process activities), and cumulative environmental aspects are all accounted.

The outputs from these risk and opportunity assessment processes are integrated into the decision-making mechanisms related to occupational health, safety, and environmental management.

Risk and Opportunity Management in Aircraft Maintenance, Repair and Overhaul



All operational inputs used in aircraft maintenance and repair processes—such as materials, equipment, energy, chemicals, and support services—are evaluated and managed from a sustainability perspective in line with the Procedure for Evaluating Occupational Health, Safety, and Environment (OHSE) Risk Assessment and Opportunities outlined above.

The environmental, economic, and social dimensions of each of our activities are considered, and risks and opportunities are addressed through an integrated approach.

At Turkish Technic, we adopt a systematic and data-driven approach to risk and crisis management. We aim to minimize environmental impacts, prioritize occupational health and safety, and ensure the sustainability of our operations.

Integrated Management Systems and Certifications

Our company conducts its activities in compliance with internationally recognized standards and upholds respect for human rights as a core principle. Accordingly, our business processes are integrated with internationally recognized management system standards. Our certifications, including AS 9110, AS 9100, ISO 9001, ISO 14001, ISO 45001, ISO 17025, ISO 27001, ISO 50001, and ISO 10002, document that our business processes are carried out effectively, efficiently, and reliably.

These standards support our company's operational excellence and corporate sustainability approach. Quality management systems such as **ISO 9001 and AS 9100** increase process efficiency and enhance reliability in our international business relations, while **ISO 45001** aims to reduce occupational health and safety risks and create a safe working environment. **ISO 14001** prioritizes environmental responsibility and focuses on minimizing environmental harm, while **ISO 50001** through our energy management system, promotes energy savings and environmental awareness. **ISO 27001** ensures the security of sensitive data, minimizes information security risks, and guarantees compliance with international security standards.

In addition, **ISO 10002** enhances customer satisfaction by effectively managing customer complaints and strengthens a reliable corporate image.

Our policy commitments have been approved at the CEO level, demonstrating that our corporate commitment is at the highest level.

Cybersecurity and Data Privacy

WWW

All of our commitments are publicly shared on our corporate web site and communicated to employees through the intranet portal.

These commitments apply to all of our activities and business relationships across the organization. Responsibility for implementing these commitments is distributed and exercised hierarchically through management system representatives and relevant department managers. Our internal procedures and operational instructions are prepared in line with these commitments and integrated into all of our documentation processes.

Contracts with our suppliers and business partners include a mandatory clause requiring compliance with management systems and regulations. In this context, our business partners' compliance with management systems and regulations is regularly audited, and necessary actions are taken in cases of non-compliance. With this integrated management system structure, our company guarantees compliance with international standards and respect for human rights not only in its own operations but also throughout the supply chain.

All of these systems are parts of an approach that prioritizes quality, environmental responsibility, energy efficiency, and information security in our business processes. Our company maintains its commitment to fulfilling its responsibilities to both its stakeholders and society through a corporate structure aligned with international standards.

Turkish Technic considers the confidentiality of customer information and the protection of personal data a main priority and is committed to full compliance with legal regulations and international standards in this regard. **All contracts signed with our customers include provisions on confidentiality and the protection of personal data, and we commit to securely storing customer information in compliance with the Personal Data Protection Law (KVKK) and other applicable regulations.**

Information Security Policy

Turkish Technic holds the ISO/IEC 27001:2022 Information Security Management System certification and, within this framework, has established an information security policy aligned with international standards. This policy covers the identification and management of information security risks, the implementation of technical and administrative controls, and the continuous improvement of processes.

Our information security policy is based on the principle of safeguarding the confidentiality, integrity, and availability of all internal and external information. In this regard, the aim is to protect data against unauthorized access and to implement security measures effectively.

Our Goals Under the Information Security Management System Certification

In line with the ISO 27001 Information Security Standard, Turkish Technic aims to achieve the following objectives:



Review compliance with international and local information security standards and regulations and make necessary updates to adapt to the latest cyber threats and technological developments.



Regularly update application patches within the targeted patch implementation timeframes, close security vulnerabilities, and ensure that systems remain fully protected.



Proactively identify and remove unnecessary privileged user accounts in critical applications and servers to enhance application security and protect against potential internal and external threats.



Require two-factor authentication for admin panel access to critical applications to reduce unauthorized access risks and add an extra layer of protection against security breaches.



Regularly review firewall rules, remove those that violate security principles, and maintain robust network security.



Strengthen defense mechanisms against phishing by conducting regular awareness training and simulation exercises to reduce the number of affected users.



Expand the use of centralized device management applications to effectively control the security and management of corporate devices from a central point.



Regularly identify and deactivate unused user accounts of employees and supplier personnel to minimize security vulnerabilities.



Effectively monitor database access to detect unauthorized access and ensure data integrity and confidentiality.



Implement an effective risk management model and take proactive measures to strengthen security resilience against potential threats.

Information Security Initiatives

Turkish Technic carries out unit-based initiatives across the company to ensure the secure storage and disposal of personal data. As part of this effort, a record-keeping system has been established to define the retention periods of personal data. Data is retained for the period specified in accordance with legal requirements and corporate policies, and once the retention period expires, it is securely disposed of in line with the relevant procedures. The retention period for personal data may vary depending on the type of data, legal requirements, and business needs. Specific retention periods are also set for third-party data and are determined based on business needs and contractual obligations. These processes are designed both to protect data confidentiality and to maintain legal compliance.

Access controls are structured according to the "need-to-know" principle, ensuring that only authorized employees and third parties can access specific data. Card access systems and restricted areas are used to ensure secure access to physical locations. For digital access, role-based access control mechanisms and multi-factor authentication methods have been implemented. The effectiveness of access controls is regularly reviewed through internal audits, and any security gaps are identified. This ensures that data can only be accessed by authorized individuals.

Information security risk assessments are carried out regularly to identify risks within company operations and prioritize risk management efforts. Risks are analyzed based on likelihood and impact, and high-risk areas are prioritized so that appropriate response strategies can be developed. These assessments are regularly updated to reflect changes in business processes, ensuring continuous improvement of information security measures. This approach enhances secu-

rity by minimizing the impact of threats to company operations. In line with this approach, audit mechanisms are also put in place to ensure the effective implementation of policies.

Regular internal audits are conducted to ensure and enhance the effectiveness of information security policies. Additionally, external audits conducted by independent audit firms assess the compliance of information security processes with ISO 27001 standards, and necessary improvements are implemented. Penetration tests (pentests) conducted regularly to secure our systems help identify and promptly address potential security vulnerabilities. These tests reinforce the compliance of our information security practices with international standards and increase the resilience of our systems against external threats.

Turkish Technic has identified increasing employees' awareness of information security and the protection of personal data as one of its top priorities. Accordingly, regular training programs are conducted to inform employees about current threats and the measures they need to take against them.

Data on 2023 training sessions:

- 15,540 employees received a total of 13,727 hours of information security awareness training.
- Employees who participated in the Personal Data Protection Law (KVKK) training were informed about the secure processing of personal data.

Through these training sessions, our employees gain a better understanding of their responsibilities for protecting internal and third-party information and enhance their competencies in these areas.

Customer Privacy and Data Security

One of Turkish Technic's core principles is to obtain the consent of stakeholders in the processing, sharing, and storage of confidential information and to manage these processes in accordance with legal regulations. When personal data is collected, details such as the type of data, the purpose of processing, and the retention period are disclosed to stakeholders, and explicit consent is obtained. When data needs to be shared with third parties, customers are informed, and no action is taken without their consent.

All agreements with suppliers and business partners include information security requirements, and compliance with these requirements is ensured through periodic audits. When third parties are integrated into our business processes, we conduct:

Preliminary Assessment:

Before establishing a business relationship with third parties that will have access to digital resources, preliminary assessments are conducted regarding their information security and data privacy standards.

Risk Assessment:

Data security risks are analyzed, and stricter audit and control measures are implemented for those handling critical data.

Confidentiality Agreements:

All third parties sign agreements containing confidentiality commitments, which formally define their data security obligations.

Periodic Audits:

Third parties' compliance with information security and data privacy requirements is regularly audited, ensuring that security practices remain up to date.

In addition, multiple channels have been established for our stakeholders to re-

port information security concerns and potential violations. Employees can report information security violations through the intranet system, while external stakeholders can share their concerns via phone or email.

All reports are reviewed in line with confidentiality principles, and swift action is taken when necessary. These mechanisms help strengthen information security processes while also enabling effective management of potential risks.

Turkish Technic enforces a zero-tolerance policy on customer privacy breaches and applies incident response procedures to manage risks in this area effectively. These procedures cover the rapid detection and classification of security vulnerabilities and incidents, the execution of appropriate remediation processes, and the collection of necessary evidence.

To minimize the impact of incidents and provide assurance to affected parties, all incidents are documented in detail and regularly reviewed. The procedures also cover processes such as record retention, document management, and analyzing lessons learned from incidents. Turkish Technic aims to improve its information security and data privacy processes continuously, apply them in line with international standards, and provide a secure working environment for all stakeholders.

No complaints were recorded regarding customer privacy breaches or data leaks in 2023 or 2024.

This demonstrates the effectiveness of our privacy policies and practices and clearly reflects the importance we place on information security. We will continue to lead in the field of information security and remain committed to protecting our stakeholders' trust at the highest level.

Responsible Supply Chain Management

At Turkish Technic, we procure the components, spare parts, and chemicals for which we provide maintenance service. During this process, we aim to fulfill our environmental, social, and economic responsibilities in line with sustainability principles. We prioritize domestic brands and sign annual contracts with local suppliers to establish long-term partnerships while fulfilling these responsibilities. In our procurement processes, "local" refers to the country where our operational centers are located, and in 2023, 60% of our goods and services suppliers were local and 40% were external suppliers, based on supplier count. Of the local suppliers, 2% were domestic manufacturers, while the remainder consisted of distributors, sole agents, authorized dealers, and direct OEMs. When we determine that materials sourced from abroad can be produced domestically with the proper certification, we have them manufactured and purchased from the domestic market.

We aim to source more of our purchases from sustainable suppliers by the next fiscal year. To achieve this goal, we are strengthening our partnership with local suppliers and encouraging work with environmentally certified suppliers. In 2024, we procured materials in certain categories from primary manufacturers certified by the Forest Stewardship Council (FSC). In this way, we clearly demonstrate our commitment to prioritizing sustainable forest management across our supply chain and to supporting our environmental responsibilities through concrete actions. We also aim to strengthen this partnership by incorporating clauses into procurement contracts that directly impact operations, providing protection for both parties.

At Turkish Technic, we conduct audits to prevent any negative impacts related to our suppliers' environmental and

social responsibilities. To prevent negative impacts such as improper waste disposal, high carbon emissions, water pollution, child labor, poor working conditions, forced labor, and the absence of social security, we conduct planned and unplanned audits on suppliers we work with most intensively in our operational processes, based on ISO 14001 and ISO 45001 standards. We are continuing our efforts to expand the scope of supplier audits. We also organize training programs for our suppliers and, when necessary, provide capacity-building and improvement recommendations.

Environmental Responsibilities of Suppliers

Environmental assessments of our suppliers include improving waste management, reducing carbon emissions, and using resources ethically, thereby positively contributing to the environment, local economies, and human rights. In 2024, we conducted environmental process audits of three major suppliers under the scope of ISO 14001 and ISO 45001 certifications. We also expect our suppliers to comply with national and international environmental regulations and to adopt a proactive approach to minimizing environmental impacts.

The Supplier Code of Conduct Policy defines in detail the environmental responsibilities that our suppliers must follow. In this context, we expect our suppliers to:

- Produce in an environmentally responsible manner,
- Prioritize the protection of biodiversity and endemic species,
- Fully comply with environmental regulations and laws,
- Develop strategies to minimize waste and emissions,
- Actively combat climate change,

- Use natural resources sustainably,
- Strive to improve their environmental performance continually.

Fulfilling these responsibilities is critical to reducing environmental impacts and supporting sustainability.

We also expect our suppliers to comply with the environmental responsibilities outlined under the "Sustainability" section of the **Code of Business Ethics and Conduct**. In this regard, suppliers should

reduce their environmental impacts while conducting their activities and promote sustainability to contribute to social development and economic growth.

In addition, the Turkish Technic Supplier Code of Conduct Policy will encourage suppliers to obtain **ISO 14001 Environmental Management System certification** or an equivalent certificate to eliminate, minimize, and control their environmental impacts.



Social Responsibilities of Suppliers

Our company makes a positive impact by working to detect human rights violations in the supply chain, improve working conditions, and raise social standards. We expect our suppliers to protect human rights, comply with international labor standards, and foster a work environment that respects human rights.

When social policy issues arise during meetings with suppliers, the relevant sections of the Supplier Code of Conduct Policy are referenced. Under this policy, we expect suppliers to:

- Treat employees with dignity, respect, and fairness without discrimination based on race, color, religion, gender, or age, and create an inclusive work environment.
- Tolerate no discrimination in processes such as hiring, compensation, training, promotion, termination, or retirement.
- Listen to employees' complaints and establish effective communication channels.
- Act in compliance with national and international laws regarding child labor.
- Not employ workers forcibly, unlawfully, or without their consent.
- Take necessary measures against insults, threats, extortion, and acts of violence.
- Show zero tolerance toward bullying and harassment.
- Comply with the minimum wage and legal working hours in the regions where they operate.
- Respect employees' rights to organize and engage in collective bargaining.
- Comply with the Occupational Health and Safety Law No. 6331 and the associated regulations.

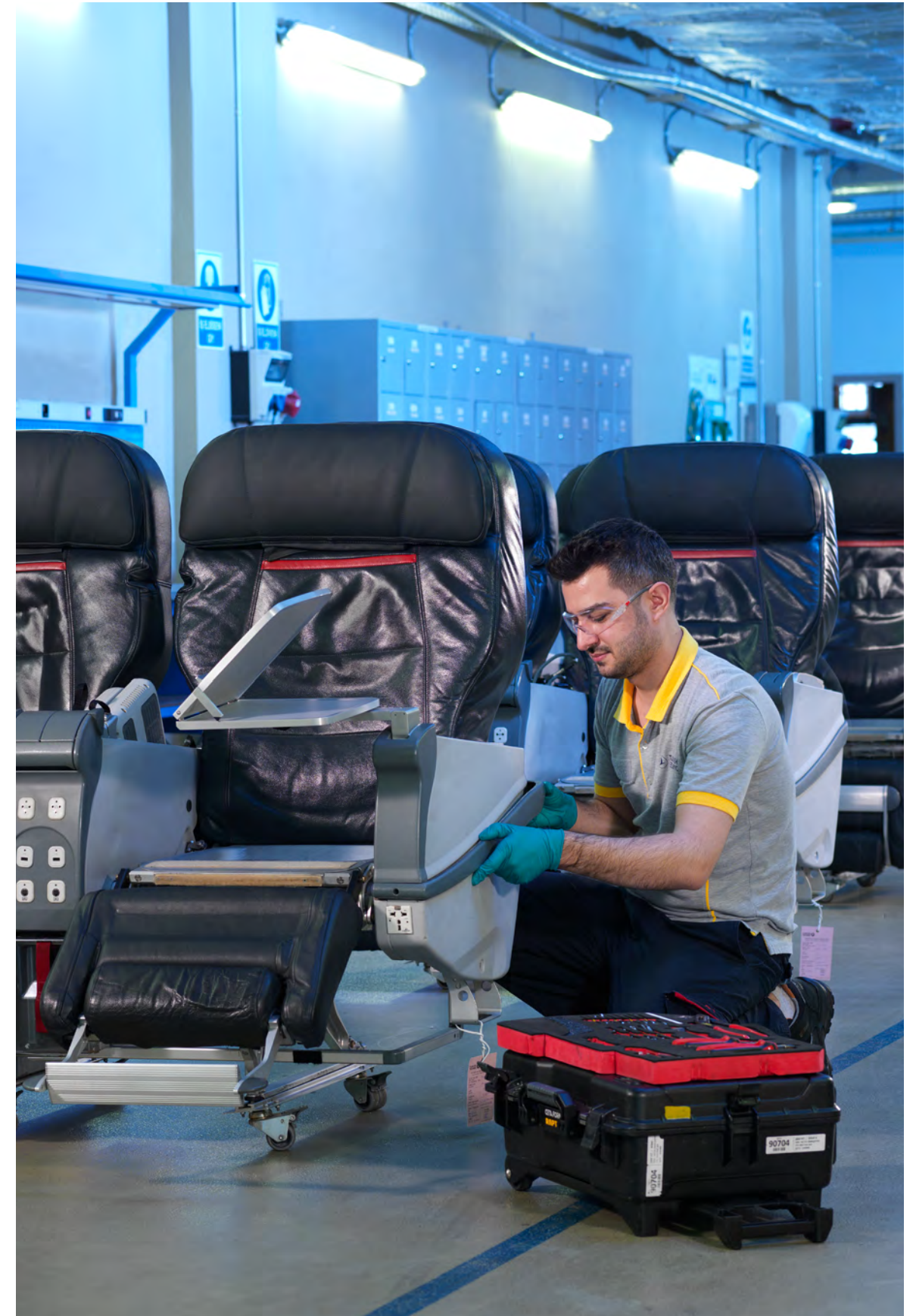
These requirements are critical to ensuring a fair, safe, and respectful working environment.

All local companies providing services to our company are required to comply with the Occupational Health and Safety Law No. 6331 and the associated regulations. We also expect our suppliers to comply with the social responsibilities outlined under the "Mutual Respect" section of the Code of Business Ethics and Conduct. Suppliers should support a multicultural workforce, avoid discrimination, respect human rights, prohibit all forms of bullying and harassment, comply with occupational health and safety procedures, and ban any acts of threats or violence. These requirements are fundamental to creating a fair and safe work environment.

In addition, suppliers will be encouraged—through the Turkish Technic Supplier Code of Conduct Policy—to obtain the **ISO 45001 Occupational Health and Safety Management System certification** or an equivalent certificate. Detecting human rights violations in the supply chain, improving working conditions, and raising social standards create a positive impact on people.

At Turkish Technic, our sustainable supply chain management is shaped by a comprehensive approach that prioritizes environmental, social, and economic responsibilities. Our focus on local manufacturers aligns with our goal of supporting the local economy, while we build a supply chain that is environmentally conscious and adheres to social standards. Suppliers will be encouraged to fulfill their environmental and social responsibilities by obtaining international certifications through the Turkish Technic Supplier Code of Conduct Policy.

Our supply chain practices, which minimize environmental impacts, respect human rights, and support sustainable development, create long-term value for both our company and our stakeholders.





5. SUSTAINABLE GROWTH WITH INNOVATIVE SOLUTIONS

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Economic Performance

Turkish Technic continues to steadily increase its capacity to create economic value each year in line with its sustainable growth objectives, thereby strengthening its contribution to both the industry and its stakeholders. Through its strategic management approach and operational efficiency, the company has delivered an impressive economic performance since 2022.

The company's direct economic value generated rose from 1,417,030 thousand USD in 2022 to 1,830,195 thousand USD in 2023, marking a 29.2% increase. During the same period, the distributed economic value increased from 1,315,693 thousand USD to 1,676,012 thousand USD. These developments clearly demonstrate that our company's economic contributions have reached a wider spectrum and that our operations have grown effectively. The retained economic value—the difference between the value generated and the value distributed—increased from 101,337 thousand USD in 2022 to 154,183 thousand USD in 2023, underscoring Turkish Technic's financial stability and success in resource management.

This growth momentum was sustained in 2024, with the direct economic value generated rising to 2,188,022 thousand USD. The distributed economic value during the same period reached 2,076,963 thousand USD.

Therefore, our company has not only increased its economic output but has also continued to channel this output to a broader stakeholder base effectively. The retained economic value stood at 111,059 thousand USD in 2024, once again reflecting our company's commitment to strong resource utilization, financial discipline, and sustainable value creation.

Looking at our company's social contributions, donations showed a significant increase in 2023. The total amount of donations rose from 332,482 TRY in 2022 to 3,476,017 TRY in 2023, an increase of 945%. This demonstrates that Turkish Technic has broadened its efforts in the field of social responsibility and increased its contributions to society.



Meanwhile, the share of the procurement budget allocated to local suppliers showed a significant increase, rising from 13.33% in 2022 to 33.64% in 2023.

Ensuring that local suppliers capture a greater share of economic value highlights the company's strong commitment to supporting the local economy. In addition, all of Turkish Technic's senior management has been recruited from Türkiye, the country in which it operates. This rate was maintained at 100% in 2022, 2023, and 2024, demonstrating the company's continued commitment to supporting local employment.

The MRO market in which our company operates reached a size of approximately 104 thousand USD in 2024. Ranking among the world's top 10 MRO companies, Turkish Technic creates significant economic value for both the country and the surrounding region. With employment provided to more than 11,500 people, our company is a major employer in the region. Strategic actions are being taken to strengthen market presence and prevent or mitigate potential adverse impacts. To address realized adverse impacts and manage existing and potential positive impacts, our company identifies opportunities and

risks that may arise over a 5–10-year period and develops strategic plans accordingly. Targets to address the identified opportunities and risks are assigned to the relevant departments and are regularly monitored through the company's Jira-based Strategic Plan Tracking System (SPTS) software.

Turkish Technic's strong economic performance in 2023 reinforced the company's financial sustainability while enabling it to increase its contributions to both employees and society. These developments demonstrate that the company is successfully implementing its strategy to achieve growth by balancing economic, social, and ethical values.

To sustain this performance in the long term and enhance its competitiveness in the global aviation MRO sector, the company adopted an integrated approach to economic impact management in line with its 2024 targets. As part of this approach, strategic measures were implemented to proactively manage risks and enhance value creation potential.

Turkish Technic uses **Key Performance Indicators (KPIs)** to systematically monitor its economic performance and impacts. These indicators are critical for the company to achieve operational excellence, control costs, and improve customer satisfaction. Some of the KPIs include:

3rd Party Revenue:

Revenue from services provided to third-party customers.

Total Revenue:

Annual revenue from all Turkish Technic operations.

Customer Satisfaction:

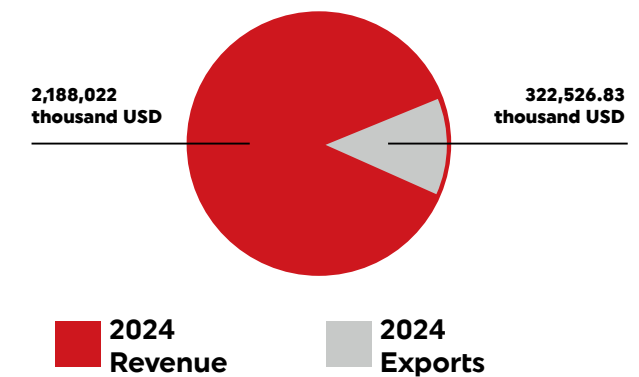
A ratio measured through customer surveys reflecting service quality

Cost of Poor Quality:

The share of costs arising from process errors in total revenue.

To achieve the 2024 targets, the company conducts regular performance analyses, implements projects focused on efficiency and profitability, and promotes digitalization in a process-driven manner.

In line with these targets, the data for the first half of 2024 is as follows:



Turkish Technic reports all financial data related to its economic performance on an accrual basis. The company's financial statements are prepared in accordance with Turkish Financial Reporting Standards (TFRS) and International Financial Reporting Standards (IFRS).

Our company is also continuing its efforts to analyze the financial impacts and risks of climate change on the business. These studies, scheduled to be completed in 2025, aim to identify strategies that will support future economic performance and sustainable growth.

Aviation Safety and Operational Reliability

The aviation industry is a critical field where safety and operational excellence are paramount, and the principles of innovation and sustainability are prioritized. At Turkish Technic, we operate with an approach that emphasizes environmental responsibility, prioritizes human health, and ensures compliance with international standards.

In line with this approach, we continuously improve our operational processes and establish a reliable business model, particularly in the areas of hazardous materials management and employee and customer health. The measures we take to ensure the safety of both our employees and customers, the alternative materials we use, the procedures we follow, and our compliance policies with international regulations are tangible examples of this approach.

Hazardous materials management is carried out in line with the **Chemicals Management Procedure** and local regulations. Additionally, **the Procedure for Storing, Preserving and Delivering Aircraft Components and Materials for Maintenance** is followed for the storage of hazardous materials. These procedures cover raising employee awareness about chemicals and managing all processes from procurement to logistics, storage, and disposal. Immediate and proactive measures are taken when non-compliances are detected.

Practices such as processing or mixing hazardous chemicals outside the maintenance and repair steps specified in documents like the Aircraft Maintenance Manual (AMM) and Component Maintenance Manual (CMM) are prohibited at Turkish Technic under authority rules and procedures. Disposal of waste materials or quarantined substances is carried out only through firms licensed by

the relevant ministry, in line with the **Chemical Waste Disposal Procedure**.

The active ingredients and required usage amounts of chemicals used particularly in on-wing or off-wing maintenance are specified in the AMM, CMM, or Structural Repair Manual (SRM) documents. Provided that the active ingredient remains unchanged and the referenced standards are met, substitution methods are explored for the chemicals that are used, and lower-hazard chemicals that can be supplied with a Certificate of Conformity (CoC) and approved by the aircraft manufacturer or regulatory authorities are preferred.

Throughout these processes, **physical, chemical, and biological risk training** is provided to ensure our employees can work safely with chemicals. As part of this training, employees learn about regulations, definitions, hazardous substances and preparations, safe chemical handling in facilities and processes, Safety Data Sheets (SDS), chemical disposal, and emergency response methods. Within the risk control hierarchy, isolated areas are established, engineering controls are applied (such as ventilation, negative-positive pressurization, and regular measurements), and work organization is planned to minimize the number of affected employees. Areas where chemicals are heavily used are separated from other work zones. Employees working in these areas receive the necessary training, and inspections are conducted regularly. Area-specific work procedures, instructions, and explosion protection documents are prepared to ensure processes are carried out safely.

As part of company operations, risk assessments related to the health and safety of our customers are also carried out regularly. Risk analyses are conducted when launching new operations,

evaluating ongoing activities, and making operational changes, ensuring a reliable collaboration with our customers.

Alongside these measures, we place significant importance on complying with international regulations. While we fully comply with national regulations (Registration, Evaluation, Authorization and Restriction of Chemicals—KKDİK), we are also working to comply with the European Union's REACH regulation, which covers most end-consumer products and requires companies to report on the chemicals used in their supply chains and products. To this end, Safety Data Sheets (SDS) that are compliant with current regulations are obtained from manufacturers and are published on the relevant document page of the company intranet, where they are accessible to everyone.

At Turkish Technic, we demonstrate environmental responsibility in hazardous materials management through comprehensive procedures, while ensuring the highest level of employee safety with physical and educational measures. By using alternative materials and implementing risk-reduction strategies, we both improve operational efficiency and minimize the impact of chemicals on the environment and human health. For the health and safety of our customers, we maintain a transparent and reliable approach, from safety data sheets to operational risk analyses. These measures allow us to integrate safety and sustainability in the aviation industry, ensuring we maintain high standards across our operations.

Digital Transformation & Innovation

The civil aviation sector is a dynamic field that is meticulously shaped by national and international standards and regulations. Turkish Technic undergoes regular quality management system audits to ensure compliance with these high standards. Despite the sector's limited room for maneuver and the challenges of developing innovative products, **Turkish Technic has successfully completed 804 projects over the past four years**

These projects include **164 product innovations, 211 service innovations, 411 process innovations, 16 organizational innovations, and 2 business model innovations** adding value to the sector through innovative approaches and solution-oriented efforts.

As part of localization projects, **Türkiye's first domestic In-Flight Entertainment System (IFE)** was developed and is primarily implemented in the Turkish Airlines fleet. This successful project began operating as an independent company through a spin-off process. In addition, we have developed Türkiye's **first domestic In-Flight Oven and Water Boiler** project, and the certification process is underway. Once certification is complete, our goal is to be one of the 10 global companies that can manufacture these products with the necessary certification. Similar to the IFE, the Oven & Water Boiler project is also planned to become an independent company through a spin-off process.

These successful projects reflect Turkish Technic's determination in domestic production and its strength in innovation.

Various digital solutions implemented in our organization to increase operational efficiency and reduce environmental impact have also contributed to the success of our projects. Thanks to the ongoing



Paperless Maintenance project, paper consumption has been reduced, which in turn has accelerated processes.

Digitalization has automated workflows and optimized resource use, positively impacting our carbon footprint. In this context, the IATA SmartHub platform, of which we have been a member since September 2022, also makes significant contributions to our operational processes. This online platform, which brings together OEMs, airlines, MROs, and aircraft component suppliers, provides statistical analyses of the data it offers to users. The market intelligence and industry benchmark prices provided by the platform support our decision-making processes in the material supply chain. Reference data enable us to assess components or inventory, conduct Fair Market Value comparisons, and access a reliable market reference database. The market intelligence and industry benchmark prices provided by the platform support our decision-making processes in the material supply chain. Reference data enable us to assess components or inventory, conduct Fair Market Value comparisons, and access a reliable market reference database.

Our Key Projects

Electrical Load Analysis Software (ELAMS):

ELAMS is a software solution found at only a handful of aircraft manufacturers worldwide that performs electrical load analyses for aircraft in seconds, analyses that would otherwise take about 80 hours manually. Its advanced analytical capabilities have enabled the detection and reporting of 48 electrical load analysis errors made by aircraft manufacturers, leading to their correction. A license for ELAMS was sold to its first customer for 390,000 USD, and negotiations with other companies are ongoing. In addition to software sales, analysis services are planned to be offered to many airlines.

Autonomous Damage Detection Project (Drone):

Developed to detect structural damage on aircraft, this autonomous drone has optimized and fully automated damage inspection operations previously carried out manually by technicians. Thanks to its proprietary software, it is one of the

few advanced technology products capable of flying in enclosed spaces without a GPS connection. This drone, which is ready for sale, saves our company 1,200,000 USD per person/hour annually.

Announcement System (Alternative PRAM):

The Pre-recorded Announcement and Music (PRAM) system, which transmits pre-recorded announcements to aircraft cabins, represents a major cost for low-cost operators due to its high price and the additional 10,000 USD fee paid to manufacturers for every announcement change. The alternative system we developed enables automatic broadcasting via handset. This project, unprecedented in the industry, made its first sale for 70,000 USD.

Innovation Policy

At Turkish Technic, we have adopted a comprehensive innovation strategy to lead the aviation industry's evolving needs and bring innovative solutions to life. In line with this strategy, we operate in accordance with the following core principles:

- Developing aviation industry products in aircraft parts, test systems, and equipment, and forming strategic partnerships in these areas
- Developing major modifications and innovative solutions in avionics, structural systems, aircraft systems, and cabin interiors through partnerships
- Driving process innovation and developing proprietary tools, devices, and equipment
- Creating unique methods and solutions to enhance our marketing effectiveness and brand awareness
- Gaining new capabilities by integrating critical, high-value technologies in unmanned systems, artificial intelligence, and robotics into aviation projects
- Strengthening our corporate culture

and organizational structure to embrace and support innovative, multi-disciplinary, and original thinking

- Expanding and enhancing our talent base to build expertise in advanced technologies and new business areas
- Reinforcing our infrastructure to increase our innovation capacity and performance
- Building a strong, open-innovation-based ecosystem with all our national, regional, and global stakeholders and fostering collective growth

To achieve the goals and principles set under our innovation policy, we recognized the need for a systematic framework. In this context, we developed the Turkish Technic Corporate Innovation System to conduct innovation activities in a structured manner and actively engage our employees in the process.

Corporate Innovation System

Turkish Technic launched the Corporate Innovation System to systematically plan and execute all innovation-focused activities, helping achieve its strategic objectives and deliver tangible outcomes aligned with those objectives.

This system is intended to ensure that employees actively contribute to our innovation-driven growth strategy and corporate transformation process.

The main activities and processes carried out under the Corporate Innovation System are as follows:



Corporate Innovation Idea Platform:

This is a platform that covers the evaluation, rewarding, implementation, and reporting of ideas submitted by company employees to improve the processes of their own or other departments.



Corporate Innovation Organization:

This structure, consisting of boards and working groups responsible for managing the Corporate Innovation System, forms the company's innovation infrastructure. Composed of governing bodies, employees, and mid-to-senior level managers, it operates to instill, expand, and embed an "innovation-driven mindset" as a corporate culture.



Open Innovation Partnerships:

Partnerships are conducted to develop alternative solutions for the current needs and challenges of company departments using products, services, knowledge, and technologies offered by ecosystem stakeholders.



Innovative Idea Meetings:

These meetings held to strengthen innovation collaboration among Turkish Technic, Turkish Airlines Inc., and its subsidiaries, develop solutions for common needs, coordinate open innovation partnerships, and form joint project teams.



Guided Competitions:

Competitions are organized company-wide or specifically for certain divisions to address the existing needs and challenges of the company or its directorates. These competitions stand out as one of the tools of the Corporate Innovation Idea Platform.

R&D Activities and Innovative Projects

Alongside maintenance services, our company holds civil aviation authority approvals from the European Union Aviation Safety Agency (EASA) and the Directorate General of Civil Aviation (SHGM) for aircraft cabin interior design and production. Operating under these approvals and in compliance with Part 21 standards, our **R&D and Innovation Directorate** holds a significant position in Turkish civil aviation. We meet Turkish Airlines' new design, modification, and production needs using domestic resources, while also serving other civil aviation companies and contributing to the national economy.

Driven by a vision to develop innovative technologies and next-generation transportation platforms, our R&D and Innovation Directorate adapts to rapid changes in the industry and plays a leading role. In this context, we train talented engineers and implement large-scale projects. At our **R&D Center**, established with the support of the Ministry of Science, Industry, and Technology, we have successfully completed critical projects such as aircraft stretchers, baby bassinets, maintenance equipment, damage-detection drones, the DO-160 test workshop, and antenna integration.

The aircraft stretcher we designed has been introduced to the Turkish Airlines fleet and has become a pioneering product in the sector. Our baby bassinet product has allowed us to join the ranks of globally recognized cabin interior integrators. With the damage-detection drone and domestically produced maintenance equipment we have developed, we reduce maintenance costs and lower imports. Additionally, our DO-160 test workshop accelerates certification processes, providing a cost advantage. These achievements inspire our future projects. In the future, we aim to introduce new technologies to the industry through projects such as antenna integration for

satellite-based internet services on aircraft.

Our export market spans a wide range of countries, including Kazakhstan, the USA, the UK, Ireland, India, the United Arab Emirates, Saudi Arabia, Oman, Morocco, Indonesia, and Latvia.

To support these efforts and strengthen our Corporate Innovation System, we engaged expert academics through institutional agreements within the framework of university-industry partnerships to provide consultancy services on innovation management. This service enabled us to systematically address all factors in the innovation life cycle and enhance them in a way that increases cumulative added value. In addition, the company's innovation management was transformed from a centralized structure to a more flexible one, and innovation boards were established within each directorate. These boards carry out key activities to ensure that internal innovation processes run effectively and dynamically.

In this context, innovation strategies are first developed at the directorate level to set direction in line with the company's long-term objectives. Additionally, an innovation project management system has been established to ensure projects are executed systematically and efficiently. These boards are also responsible for managing the idea evaluation and reward system, encouraging employees to think innovatively and recognizing their creative contributions. All these efforts are supported by periodic evaluation meetings, ensuring the continuity of the corporate innovation system.

Our R&D Activities in 2023 and 2024

Through the R&D and Innovation Directorate, the R&D Center, and innovation boards, our research and development activities in 2023 and 2024 reinforced our goal of shaping the industry with innovative solutions, while strengthening our

internal processes and our competitive edge internationally. The projects we implemented in 2023 allowed us to achieve significant innovations in our industry.

Our key initiatives during this period are as follows:



Detecting aircraft structural damage with drones (aerial inspection) marks a first in Türkiye for performing aircraft inspections using drone technology.

The air taxi project focuses on an entirely new sector: eVTOL passenger transportation to meet growing mobility needs. To secure market share in this field, we aim to develop certification criteria that currently do not exist. The goal is to address this gap both in Türkiye and worldwide.

The cabin emergency equipment RFID project will enable faster and more efficient checks of O2 generators and other emergency equipment, which are currently inspected manually, by using RFID technology. This project is pioneering as it represents the first domestic application of RFID technology in the aviation industry. Comprehensive studies are being carried out as part of the project to confirm that RFID applications do not compromise flight safety. R&D activities related to RFID hardware to be used on aircraft are also underway. Steps such as coordinating with third-party companies, defining technical requirements, and managing labeling processes are being organized to ensure the project's successful implementation.

This innovative system enables rapid and reliable inspection of emergency equipment via RFID tags, reducing maintenance time and technician workload. It also allows cabin crews to perform pre-

flight emergency equipment checks more easily and quickly. By enabling quick verification of equipment maintenance histories and expiration dates, it reduces labor requirements in operational processes and lowers costs. Furthermore, it prevents unnecessary stockpiling and generates savings by ensuring accurate product purchases based on actual needs.

In 2023, we continued to work on numerous innovative projects. These projects span a wide range from different systems to structural modifications. Some of the projects we continued to carry out in 2023 include:

- Vacuum Aircraft Lavatory Test Device Modification Project
- Cabin Interior Refurbishment Projects
- Structural Refurbishment Projects
- Avionics-Related Refurbishment Projects
- System Refurbishment Projects
- Repairs Project
- Aircraft Engine Washing System – Phase 2
- Cargo Container Carrier Test Project
- Connectivity Projects
- Overhead Bin Hinge and Retainer Design
- Cargo Panels Project
- LED Reading Light Design
- Flight-Critical Computer
- Trash Bin PMA
- Cargo Roller Design
- Oven Design
- Water Boiler Design
- TGPM Laboratory
- Proprietary Ground Control Station Software
- Proprietary Flight Control Station Software
- Installation of Power Outlet in Cockpit
- Media Server and Loader Design for A350 Fleet
- Movable Elevating Platform
- Ten-Abreast Seat Configuration Modification for Boeing 777 Aircraft

The projects we successfully completed throughout 2023 have further advanced our company's R&D and innovation capabilities. Some notable highlights among these projects include:

- Baby Bassinet Production
- Data Link
- Escutcheon
- Magnetometer (External)
- IMU & Magnetometer (In-house)
- Multiport Jack
- Servo Motor
- Li-Fi Project (Supported by TEYDEB)
- Stretcher Project
- Inner Window Pane
- Cargo Net Stabilizer
- Cockpit Camera System Project
- Dummy Data Loader Software Development

These projects represent key steps in strengthening our company's vision to deliver innovative solutions and lead the industry. In 2024, we continued working on various projects with the goal of developing innovative solutions.



In 2024, along with major localization initiatives such as the Electrical Load Analysis Management System (ELAMS) and the Galley Inserts Projects (Water Boiler and Oven), one of the successfully completed projects was the SOFA Project.

The SOFA, designed and produced locally, converts into a bed to provide passenger comfort during long-haul VIP flights. This project was completed smoothly in line with our goals of enhancing modification capabilities for VIP aircraft, increasing the number of domestic subcontractors, and expanding our VIP client portfolio.



Innovative Partnerships

As part of our innovation projects, external partnerships are carried out jointly with our partners in line with the processes defined in our Corporate Innovation System procedure. In today's era of rapid technological advancement, such partnerships play a vital role in helping companies and institutions achieve sustainable success in global competition. In this context, we have partnered with HAVELSAN A.Ş. on projects involving wired and wireless in-flight entertainment systems and high-speed wireless data recording systems for air platforms. Our partnerships with ASELSAN A.Ş. focused on LI-FI technology (light-based data transmission), followed by the successful implementation of a project supported by TÜBİTAK's Technology and Innovation Support Programs Directorate (TEYDEB). In partnership with İzmir Institute of Technology, we submitted a proposal to the Horizon 2020 Support Program for the development of "secure hybrid mobile satellite systems."

In sectoral partnerships, we carried out joint projects with TCI Aircraft Interiors on cabin interior products and galley design, while gaining an international dimension by conducting DO-160 tests with Germany-based TREO Information Technologies. We also completed nonflammability and structural strength tests with the Turkish Standards Institution (TSE), and formed key partnerships with TSI Seats for seat design products. These efforts have significantly contributed to the development of innovative and reliable solutions in the industry.

In academic partnerships, Fatih Sultan Mehmet University played an active role in prototyping efforts. We received software development services from AN-SOLAB, and CYBERFET provided consultancy in robotics technologies. Under the Focused InoSuit Program, we received corporate innovation management con-

sultancy in partnership with Medipol University (as project advisor), Okan University, and the Turkish Exporters' Assembly. In joint innovation projects conducted with external partners, our project engineering team members play critical roles in effectively managing all stages—from needs and problem analysis to project completion. These processes and responsibilities are outlined as follows:

Problem/Needs Analysis:

The project engineer, in partnership with users and external partners, creates an empathy map to define the needs and problems clearly.

Ideation Phase:

Following the needs or problem analysis, creative idea generation and selection activities are carried out to develop solution proposals.

Hypothesis Development:

Hypotheses are formulated for the proposed solutions, and experiments are designed to test them.

MVP/Prototype Development:

Based on the conducted work, an MVP (Minimum Viable Product) or prototype capable of testing the hypotheses is developed.

Testing and Feedback:

If the developed solution fails to address the need or problem, the process is revisited and, if necessary, pivoted back to the hypothesis stage. This cycle continues until the desired outcome is achieved, at which point the production phase begins.

Production:

The production process begins based on the final solution that meets the end-user's needs.

Functional Testing:

Before delivery to the end-user, the developed product undergoes functional testing prior to production deployment.

Documentation:

The product developed during the project is documented in accordance with relevant regulations, and all processes are recorded.

This structured approach aims to increase effectiveness and success in innovation projects. As part of the **Common Nozzle Assembly (CNA) Tool** project, our personnel and external partner jointly defined the requirements, completed the design, and coordinated the production of two units of equipment. Subsequently, all procedures required for the equipment's operational use were successfully executed by our teams.

In the **Oil Level Transmitter Test Bench** project, our personnel were responsible for the design, while the external partner was in charge of manufacturing. A test bench was designed and manufactured to automate the testing and calibration of the mechanical float system used in Boeing 737 aircraft. This automation completely eliminated the manual process and resulted in an annual cost saving of 430,000 USD.

For the **Rotating Camera Platform** project, which aims to automate manual processes, our personnel handled design, electronics, and software development, while mechanical production and design improvements were managed by our external partner. This system minimized human intervention by streamlining time-consuming processes through an automatically controlled camera system. The project generated an annual benefit equivalent to 480,000 USD in person/hour savings.

In the **Criss Cross** project, which was developed to monitor the correct torque sequence of bolts in the wheel and tire shop and improve quality, design processes were handled by our team, and production was carried out by our external partner. This system, which handles an average of 7,600 wheel assemblies annu-

ally, has eliminated human error.

In the **Engine Turning Tool** project, recognizing that equipment used for bore-scope inspections is typically produced separately for each engine type and sold for around 65,000 USD, we developed a single localized tool compatible with all engine types. This joint project with ERFA Makine yielded annual savings of 82,000 USD and resulted in the sale of the product to another MRO company.

Between 2010 and 2023, we completed 92 projects with 21 different external partners. These projects delivered a one-time economic benefit of 8.43 million USD and recurring annual savings of 11.64 million USD.

Informal relationships with external resources are managed using defined methods to enrich our innovation processes and have made important contributions to fostering innovative thinking. Within this framework, we apply an inspiration-based approach by drawing from various sources and integrating best practices into our own structure. Successful examples observed through product launches, benchmarking meetings, and posts on platforms like LinkedIn help us improve our processes.

We actively network and build innovation collaborations through connections with academics, innovation center teams, supplier days, demo days, and trade fairs. Through effective communication and joint efforts with stakeholders in the innovation ecosystem, we capitalize on opportunities to form new partnerships. Meetings with companies during supplier days often lead to joint innovation opportunities



6. HUMAN-FOCUSED APPROACH

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At Turkish Technic, our top priority is to ensure an equal, and inclusive working environment that is respectful of human rights as well as safeguarding our employees' health, safety, well-being, and development. With our continuously expanding organizational structure and qualified human resources, we strengthen our operational excellence and sustainable success.

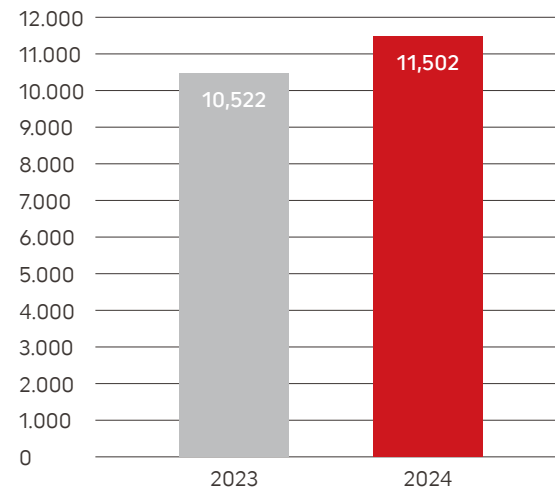
All of our employees operate within Türkiye. Our workforce is classified into permanent and temporary employees. Among our permanent staff, there are 865 women and 10,637 men. Permanent employees are employed under open-ended contracts, either full-time or part-time, which remain valid unless terminated by either party. As of 2024, we have 11,430 full-time employees and 72 part-time employees.

Our part-time employees are recruited through a special employment program targeting third and fourth-year university students and are typically offered full-time positions upon graduation. Working hours for both full-time and part-time employees are determined and managed by the Compensation and Benefits Department in accordance with the Collective Labor Agreement.

Our temporary staff are hired under fixed-term or project-based contracts and serve as essential contributors to our operational processes. This group, including contractor employees, consultants, and service providers, totaled 3,921 individuals as of 2024. Their contributions in key areas such as support services, security, and health enhance our organizational efficiency and play a critical role in maintaining operational continuity and quality standards. Additionally, there are no employees without a guaranteed number of working hours.

Our growing organizational structure is also reflected in the rising number of employees.

Number of Employees



In 2023, we had a total of 10,522 employees, which increased to 11,502 in 2024. As a growing company, we expanded our workforce by 9.3% to achieve our goals and expand our human resources.

Preserving institutional expertise and passing it on to future generations is one of the top priorities in our HR strategy during this growth phase. Accordingly, we introduced a **Post-Retirement Employment initiative for our technicians** in November 2024, giving experienced employees who has ongoing working motivation and wish to continue contributing the opportunity to remain employed.

This initiative has been valuable and effective in retaining institutional knowledge among this employee group.

Based on age distribution data, our employees' demographic profile for 2023–2024 has been updated as follows:

<30 age group:
from 4,084 to 4,584 (12.2% increase)

30-50 age group
from 6,115 to 6,481 (6% increase)

>50 age group
from 323 to 343 (6.2% increase)

The proportion of women among our employees rose from 7% in 2023 to 8% in 2024. Combined with changes in age distribution, this increase demonstrates that our workforce is incorporating more young talent and becoming more inclusive in terms of gender diversity. This diversity, strengthened by the contributions of experienced employees, enhances team dynamics and supports the creation of a lasting knowledge ecosystem.

At Turkish Technic, we consider respect for human rights a fundamental principle in all our activities. In this regard, we align our practices with both national and international frameworks, including the Constitution of the Republic of Türkiye, the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the UN Global Compact, the UN Guiding Principles on Business and Hu-

man Rights, the UN Women's Empowerment Principles (WEPs), and ILO Convention No. 182 on the Worst Forms of Child Labor.

We definitely maintain zero tolerance for discrimination at any stage of our operations and base all decisions strictly on performance criteria relevant to the role. To maintain and improve a working environment rooted in respect for human rights, we take swift legal and procedural action in response to any reported violations.

Based on respect for human rights, equality, and fair labor practices, this approach applies not only to our employees but also to all our stakeholders, including customers, suppliers, and business partners. At Turkish Technic, we are committed to fostering and maintaining a responsible and conscientious business culture in line with these principles.



Employee Health and Safety

At Turkish Technic, the safety and well-being of our employees are a top priority at every stage of our operations. In line with our occupational health and safety policy, we conduct regular risk assessments at our sites to identify potential hazards in advance and take proactive measures where necessary. Our health monitoring programs support the physical and mental well-being of our employees, ensuring that work processes continue safely and without interruption. This comprehensive system is aimed to raise awareness of occupational safety and foster a strong safety culture.

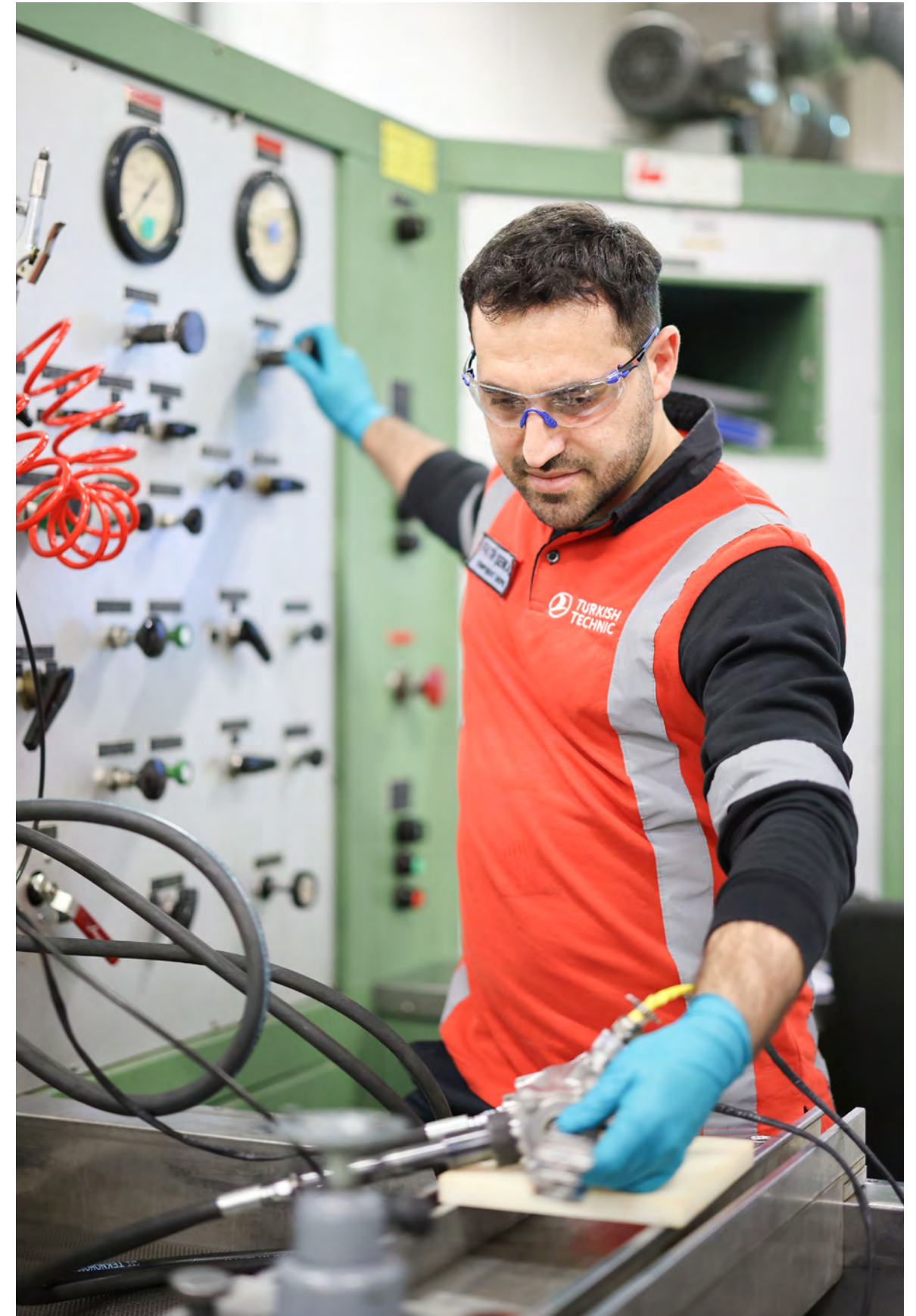
Our occupational health and safety practices are implemented under the internationally recognized ISO 45001 Occupational Health and Safety Management System, and compliance with this system is monitored through audits. The scope of the management system includes all company departments, contractors, and employees. In addition to full alignment with international standards, local regulations are regularly monitored and tracked through the Occupational Health, Safety, and Environmental Legal Compliance Assessment Plan. Independent audits are conducted to evaluate the system's effectiveness, and necessary improvements are implemented without delay. Furthermore, under the Collective Labor Agreement (CLA), occupational health and safety regulations and the continuity of related committees are carefully maintained.

In addition to our employees, contractors and subcontractors are also considered integral to our occupational health and safety processes. Our company procedures ensure that these groups also adhere to high standards. Health services for contractors are regularly monitored by the relevant departments and reinforced through audits.

This comprehensive approach enables us to ensure safety at every stage of our operations. This all-encompassing safety approach aims to establish a universal standard for everyone present on our premises. Accordingly, we provide visitors with informative materials and video training on the rules to be followed on-site. Visitors must be accompanied while on-site and are required to use personal protective equipment.

Our occupational health and safety committees convene every two months at each location, chaired by an employer representative. These meetings include in-depth reviews of incidents, employee reports, and emergencies. Decisions are tracked through the OHS software system, and corrective and preventive actions are planned accordingly. Employee or union representatives participate in these committees with voting rights on behalf of workers, and their active involvement ensures that decisions are effectively implemented on the ground.

Our health services are designed not only to protect the physical well-being of our employees but also to serve as a tool for supporting business processes. From health monitoring to awareness training, from inspections to continuous improvement efforts, we foster a healthy and safe work environment at every step and embed this approach as an essential part of our workplace culture.



The Power of Employees and Their Contribution

At Turkish Technic, the active participation of our employees is the key to creating a safe and healthy work environment. In line with this approach, representing employees and effectively communicating their requests is of great importance. Employee or union representatives take part in occupational health and safety committees and play an active role in risk assessment and incident investigation processes, ensuring that opinions of employees are integrated into these efforts. Additionally, the direct involvement of employees in these teams is encouraged by promoting general employee participation.

While employees can submit their requests through union representatives, they can also submit them directly to occupational safety experts, to the relevant committee, or via the OHS software system. Additionally, suggestions on occupational health, safety and environmental issues submitted through the OHS-E Idea System (internally named as Brightidea) are reviewed and incorporated into relevant processes. The fact that union representatives hold voting rights ensures that employees are effectively represented in decision-making processes.

Our communication channels are also supported by digital tools. Digital tools have been introduced to allow our employees to quickly and effectively report any non-compliances they observe in the field. The OHS Software Program enables easy reporting of non-compliances with photo documentation. Employees can access this program via an app installed on their phones and submit reports instantly. In addition, all employees can easily report work accidents, occupational diseases, and near-miss incidents via the Voluntary Safety Notification System.



Employees who wish to report an incident can also fill out an Incident Notification Form and send it to safethy@thy.com

Reports submitted through this process are promptly evaluated. Each report from employees is thoroughly reviewed, and when necessary, the Corrective and Preventive Actions (CAPA) process is initiated. Root causes of issues are analyzed, and solutions are implemented. Relevant actions are tracked through the software system and regular reporting until completion.

The reporting process follows the Procedure for the Management of Work Accidents, Occupational Diseases, and Near-Miss Incidents. These procedures provide a framework for preventing accidents and hazards while guiding employee awareness and encouraging active participation.

With strong employee contributions, we continue to set an example in accident prevention and safety culture development. Open communication and rapid response form the core of our approach. Occupational safety experts maintain constant contact with employees. When non-compliances are identified, employees may consult union representatives or speak directly with safety experts to share solutions. This communication environment enables employees to take an active role in safety and fosters a proactive approach to resolving issues. Supplementary reports and suggestions are recognized and supported through reward mechanisms.

Employee Assistance Program – AVITA:

Our employees and their family members receive free support across a wide range of areas, including psychological counseling, guidance on healthy nutrition, support for medical information, legal and financial consulting, social life coaching, information on newborn care, regulatory consulting, home and garden plant advice, veterinary consulting, TechnoSupport, and counseling for back, neck, and shoulder pain as well as office ergonomics. Specifically for psychological counseling and guidance on healthy nutrition, our employees and their family members can receive 24/7 phone support and access up to six free sessions, either in person or online.



Corporate Psychological Counseling Services:

Our workplace psychologist provides one-on-one counseling services tailored to the individual needs of employees. In addition, a proactive approach is taken to monitor employees' mental health. Employees with a psychiatric diagnosis are also monitored. Furthermore, awareness seminars are organized to support employees' well-being, focusing on topics such as work-life balance, mobbing, and stress management. In collaboration with Yeşilay, we also offer training sessions for employees specifically on addiction. When necessary and in high-risk cases, psychological tests are also conducted.



Corporate Nutrition and Diet Counseling:

The in-person nutrition and diet counseling services provided by our company dietitians are designed to meet the individual dietary needs of our employees and to promote a culture of sustainable and healthy eating. We provide personalized counseling services tailored to each employee's lifestyle and working conditions, including custom nutrition plans that support healthy and balanced eating for shift workers. These individualized nutrition programs address a variety of needs, such as weight management, sports nutrition, pregnancy nutrition, and functional diets. This service goes beyond nutrition to include broader lifestyle changes, accounting for factors such as physical activity, stress management, and sleep patterns. Accordingly, we aim to improve the overall health status of our employees. We also educate participants on topics such as healthy eating principles, food groups, portion control, and how to read food labels. These training programs are designed to support informed food choices and help employees develop sustainable eating habits. Employees with a body mass index (BMI) of 35 or higher are enrolled in a special follow-up program, and those who do not show improvement after six months are re-evaluated.



Medical Health Services:

Our company prioritizes employee health above all else and provides comprehensive, high-quality medical health services. These services are structured under four main categories to help protect our employees' physical well-being and enhance their quality of life: preventive health services, outpatient and infirmery services, and emergency health services.

Preventive Health Services:

To protect the health of our employees and minimize the risk of seasonal illnesses, vaccination programs are conducted regularly and free of charge.

Outpatient and Infirmery Services:

Our organization provides outpatient and infirmery services to respond promptly and effectively to the health needs of our employees. These services play a vital role in enabling quick intervention in sudden health issues, conducting routine check-ups, and offering early diagnosis opportunities. In our infirmery, employee health issues are addressed and resolved, and when necessary, our outpatient services are engaged for further examination and treatment. Through outpatient services, more detailed examinations and diagnostic tests are performed, allowing for professional assessment of health conditions and referrals to specialists when needed.

Emergency Health Services:

Our organization provides comprehensive emergency health services to respond promptly and effectively to the urgent medical needs of our employees. In this context, our ambu-

lances and experienced medical teams, which are stationed at three different locations, are on standby and ready to respond at all times. Our top priorities include ensuring rapid intervention in any emergency situation and providing necessary medical support without delay. Our ambulances are fully equipped with modern medical devices, and our health teams consist of professionals specialized in emergency medical care. This ensures that employees in life-threatening situations can receive the necessary assistance quickly and be safely transported to the nearest healthcare facility. Additionally, our medical teams provide immediate support for all types of health needs, helping employees feel safe and ensuring they receive the professional care and attention required in such situations. Our emergency health services are conducted with the utmost care to protect the health and safety of our employees under all conditions.

Preventive health services, outpatient and infirmery practices, and emergency response procedures are carried out through our five health units operating across three locations.

Periodic Health Examinations

In compliance with legal regulations, general health check-ups and tests are conducted every three years to raise awareness among our employees and support preventive health measures. Referrals to specialist physicians are made when necessary. Job changes or return-to-work processes are conducted with the approval of the workplace physician and in accordance with monitoring protocols. All these services are designed to protect the overall health of our employees and enable them to continue their work life more productively. The health status of employees who require special policies (such as

those with chronic illnesses or during pregnancy) is monitored.



Awareness Training:

In collaboration with Yeşilay, we deliver content such as addiction prevention, mobbing awareness, disaster management, and first aid training to raise employee awareness and promote healthy living.



Health Bulletins:

To support employee awareness around healthy living, our organization publishes comprehensive monthly health bulletins prepared by our team of specialist doctors, dietitians, and psychologists. These bulletins cover key topics such as up-to-date health information, healthy eating tips, practical advice for improving quality of life, and strategies to prevent seasonal illnesses, all tailored to the interests of our employees. Through this informational support, we aim to promote our employees' health and well-being, helping them maintain a healthier work-life balance.



Hospital and Home Visits During Employee Illnesses:

We conduct hospital and home visits to help maintain the morale and motivation of our employees during extended illness and to support their recovery process. These visits allow us to closely monitor their needs and show them that we stand by their side during difficult times.



Private Health Insurance:

Private health insurance for our employees is covered by the company. For employees' family members, two plan options are offered: complementary health insurance or private health insurance. In addition to the employee, the insurance coverage may include their spouse, children, stepchildren, adopted children, siblings, parents, and parents-in-law.



Physical and Social Activities:

To support the physical health of our employees, we organize sports events, anti-smoking programs, and healthy living seminars. As part of the TechCare program, our social facilities include tennis courts, basketball/soccer/volleyball fields, table tennis areas, and archery and billiards halls.



Social Support Practices:

Hospital and home visits during illness, morning soup service, event and festival organizations, in-house services (barber, tailor, bank), and gift and award programs (badge ceremony, marriage/promotion/birth gifts, orientation package) are all designed to strengthen employee engagement and motivation.



Leave for Special Occasions and Flexible Working Model:

Through a comprehensive leave policy that includes birthday leave, academic leave, report card day leave, green leave, caregiver leave, natural disaster leave, long-term illness leave, and part-time work options, we show sensitivity to the individual needs of our employees.



Other Benefits:

Free and discounted ticket entitlements, special agreements, language compensation, and the ethics hotline and bulletin are among the forms of support we offer to enrich our employees' lives outside of work.

All of these approaches aimed at enhancing employee well-being are implemented in integration with our occupational health and safety practices. Under the Collective Labor Agreement, practices such as granting a minimum of 20 days of annual leave and providing shuttle services contribute to maintaining a healthy work-life balance for our employees. Additionally, accidents that occur while commuting on designated shuttle routes using personal vehicles are considered occupational accidents, demonstrating the importance we place on employee safety. These practices go beyond legal requirements and aim to build a strong workplace culture that prioritizes the happiness and safety of our employees. All of these services are delivered by qualified professionals and are continuously improved through employee feedback and surveys. Every health-related initiative forms a solid foundation that supports both the individual and organizational success of our employees.



Hazard Identification and Risk Management

At Turkish Technic, a key objective of our occupational health and safety policy is to proactively identify all potential hazards that our employees may face and to effectively manage the risks that may arise from these hazards. To achieve this objective, we adopt a comprehensive approach in line with regulatory requirements and the Occupational Health and Safety Risk and Opportunity Assessment Procedure.

These hazards are identified through periodic medical examinations, pre-employment check-ups, outpatient clinic visits, monitoring of medical leave reports, psychological assessments, field inspections, and environmental measurements. Hazards in aircraft maintenance and repair are identified through risk assessments, accident investigations, field inspections, and international data. Our risk assessment activities are carried out both by area and by process, and are continuously updated using the following methods:

- ✓ Regular field inspections,
- ✓ Accident investigations and the use of data obtained from these investigations,
- ✓ Feedback from employees,
- ✓ Environmental measurements, and
- ✓ Analyses based on international data.

Due to this comprehensive approach, proactive measures are taken before accidents occur, and lessons learned from past incidents are used to improve risk assessments and contribute to the development of a safety culture. At Turkish Technic, we conducted health and safety risk assessments for 100% of our employees across all operational facilities during the reporting period. These efforts are

carried out in an integrated manner with the active participation of occupational safety specialists, workplace physicians, relevant managers, and employees.

A dynamic risk assessment approach is adopted by evaluating findings obtained during regular field observations and inspections conducted by occupational safety specialists.

In cases of imminent and serious danger, our employees have the right to report such situations to the committee and to stop working until the danger is eliminated, in accordance with the "Right to Refrain from Work" granted by Occupational Health and Safety Law No. 6331. Regular training is provided to inform employees of this right, including both their legal entitlements and the processes for recognizing and reporting hazards.

Root Cause Analysis of Accidents

Accurately analyzing the root causes of accidents is critically important in the processes of identifying and managing risks. In this context, the following processes are systematically carried out after an accident occurs:

- In accordance with the Occupational Accident, Occupational Disease, and Near Miss Incident Management Procedure, the incident is reported to the Occupational Safety teams. Then, if possible, the injured employee and their manager are contacted to gather detailed information about the incident.
- A thorough investigation is conducted at the scene, witnesses are interviewed, and the incident is reconstructed. During this process, relevant information and documents are collected, and an accident investigation report is prepared based on interviews with witnesses and authorized personnel.

- Based on the collected information, the accident investigation report is finalized and analyzed.
- Corrective and preventive actions which are agreed upon with the injured employee and their manager are planned and implemented.
- The relevant risk assessment studies are reviewed and, if necessary, updated and revised.
- Short and targeted training sessions are provided to employees on the lessons learned from the incident.
- Incidents involving third parties are documented in accordance with the procedure.

These processes are carried out meticulously to prevent the recurrence of accidents, create a safer working environment, and convey the lessons learned from incidents to employees.

Types of Risks and Preventive Measures

Given the variety of risks present in the working environment, the following hazards are prioritized:

• Physical Injuries:

Physical injuries include bleeding from head trauma, cuts caused by sharp surfaces, and trauma resulting from slips, trips, and falls due to floor conditions. Crush injuries that occur due to sudden energization while working on energized or moving surfaces can have severe consequences. To prevent such risks, safe work procedures, energy control methods, and the use of protective equipment are meticulously implemented.

• Fall from Height*:

This can lead to serious injuries during aircraft maintenance and repair processes.

To mitigate this risk, work platforms with guardrails, scaffolding, and mobile elevating platforms have been made available. In addition, workers operating in areas inaccessible to this equipment are protected through the use of safety harnesses. Furthermore, all personnel working at heights receive working-at-height training and possess valid medical clearance for such tasks.

• Chemical and Radiation Exposure:

In aircraft maintenance operations, radiation risk is a critical factor that requires attention, particularly with specific equipment and procedures. Additionally, during chemical handling, exposure to hazardous substances can lead to serious health and safety impacts such as poisoning, loss of consciousness, and fire hazards. To minimize these risks, chemicals used in aircraft maintenance are selected in accordance with reference documents provided by aircraft manufacturers and assessed based on the hierarchy of controls. Within this framework, the use of hazardous chemicals is completely avoided whenever possible; when their use is unavoidable, less hazardous alternatives are preferred.

Areas where hazardous chemicals are used have been restricted or isolated. In these areas, effective ventilation systems are activated to reduce employee exposure. Chemical operations conducted in hangars that could potentially affect everyone are conducted during times when as few employees as possible, or none at all, are present, and all relevant parties are informed beforehand.

In addition, all operations involving chemical use are fully equipped with the necessary personal protective equipment (PPE), and the required training has been provided to ensure proper use of this equipment.

• Biological Risks:

There is a risk of biological exposure during the repair of aircraft lavatory systems. Preventive measures are taken against infectious diseases in foreign countries during duties at outstations. In addition, the risk of upper respiratory infections spreading through shared spaces is managed through hygiene and cleaning measures, with regular disinfection carried out.

• Noise Exposure:

Noisy equipment is replaced with quieter alternatives whenever possible or is used in restricted areas. Noise exposure is addressed through area-based and process-based risk assessments, accounting for previous measurement results and the technical specifications of the equipment.

Ear protection is provided to employees working in environments with noise levels above 85 dB, and regular audiometric testing is conducted. Audiometric testing enables close monitoring of personnel with hearing loss, and necessary actions are taken accordingly. In addition, to raise employee awareness, information about noise and protective measures is provided during the "Basic Occupational Health and Safety" training and the "Physical, Chemical, and Biological Risk Factors" training. The "Work Equipment and PPE" training includes detailed information on the personal protective equipment to be used.

• Psychological Monitoring

Employees' mental health is closely monitored to prevent issues that may arise from work-related stress and workload.

• Alcohol and Psychoactive Substance Use:

As a maintenance and repair company,

random alcohol and psychoactive substance testing is conducted on employees covered under the applicable legal regulations.

• Ergonomic Risks:

Based on information obtained from the Health Directorate regarding units experiencing musculoskeletal disorders due to repetitive movements, the relevant processes are reviewed, and efforts are made to reduce or modify such movements. In these processes, employees are monitored through periodic health check-ups to determine whether they are exposed to such risks. Measures such as job rotation and extended rest periods are also considered as part of the improvement efforts. In addition, the following ergonomic solutions are being developed to prevent musculoskeletal disorders caused by repetitive movements:

- Supporting manual processes with automation,
- Increasing job rotation practices and rest periods,
- Using musculoskeletal support products.

In this context, the measures taken are not limited to ergonomic improvements but also include broader actions in the field of occupational health and safety. Employees of other companies working within the organization also experience incidents such as back and joint pain during lifting and carrying, as well as injuries like hand cuts, punctures, slips, trips, and falls during cleaning and environmental services.

The goal is to reduce accident rates by 1% for all workers, including subcontractors, and to avoid any occupational illnesses or accidents resulting in death or loss of limb. In addition, our company regularly monitors key performance indicators

*According to 2023 data, the highest number of lost days was due to falls from height, with a total of 117 days lost in these accidents.

(KPIs) aimed at preventing occupational diseases and avoiding fatal or limb-loss accidents, including the frequency and severity rates of accidents. **According to our company's data for 2023 and 2024, the death rates due to work-related illness or work-related injuries are zero for both company employees and non-company workers under our control.**

In this context, the correct and safe use of work equipment is also critically important in establishing a safe working environment. As stated in the Safe Use of Work Equipment Procedure, our Occupational Safety and Environment Department regularly inspects the safe use of equipment, conducts periodic inspections, and provides guidance to user units on machine safety. Equipment users are responsible for performing the necessary checks before using the equipment to ensure safe operation. Accordingly, instructions for the safe use of equipment have been prepared, and operator check forms have been implemented to ensure pre-use inspections. Additionally, inspection forms specific to each piece of equipment have been created for occupational safety specialists, and these processes are regularly monitored to prevent potential risks.

In addition to all these measures, emergency management processes are also meticulously implemented to ensure preparedness for unexpected situations. The response approach during emergencies is primarily defined in the Emergency Management Procedure, and location-specific Emergency Action Plans have been established. Environmental emergencies are also detailed in our company's procedures, which clearly define preventive measures and response processes. At each location, unit-based emergency teams are formed, and these teams include personnel responsible for fire response, search and rescue, evacuation, and first aid. Training on fire response, search and rescue, and evacuation is provided by the Occupational

Safety and Environment Department, while first aid training is received from institutions authorized by the Ministry of Health. Drills are conducted at least once a year at each location with participation from all employees.

In conclusion, although such accidents are not frequent, the severity of their potential impact, along with ongoing field-work, past accident records, and risk assessment results, indicate that these hazards must be addressed with care. Due to the measures taken and continuous improvement efforts, it is possible to manage these types of risks effectively.

Developing a Culture of Occupational Health and Safety and Continuous Improvement

As Turkish Technic, under our OHS Policy, we adopt approaches that encourage participation at all levels of the organization and conduct various training programs and activities aimed at increasing employees' knowledge and awareness of occupational health and safety. All our employees are provided with the following training during their initial period of employment:

- Onboarding Training (2 hours): Provided as part of the orientation program, this training covers the organization's OHS policies and general occupational safety expectations.
- Basic Occupational Health and Safety Training (12 hours): This training provides employees with information on potential hazards, legal requirements, and OHS practices in the workplace.

In addition, for employees working in operational teams:

- Work Equipment and Personal Protective Equipment Use Training (6 hours): This training covers the safe use of equipment and the correct application of PPE.

- Working at Heights Training (6 hours): Detailing safe work procedures for high-risk working conditions, this training is conducted with on job training (OJT) to reinforce theoretical knowledge.

In addition, e-training on physical, chemical, and biological risks are given to operational teams to provide employees with more comprehensive knowledge about the risks they may encounter.



In 2023, a total of 128,588 hours of OHS training was delivered, reaching 18,882 employees.

In 2024, this figure increased significantly to 157,320 hours and 22,473 employees. At the end of all training sessions, participants' knowledge levels are assessed through tests; employees who do not achieve a passing score are re-enrolled in the training to ensure they fully grasp the subject matter.

Training processes are monitored through a specific guideline document. This document identifies which training programs are mandatory for each position and ensures that the training programs are repeated at regular intervals.

Informing employees about OHS processes not only helps prevent accidents but also increases employee awareness and OHS reporting. For this reason, we reach our employees through open communication platforms and digital tools, and important OHS-related information is shared regularly. To support the development of an OHS culture, events and competitions that are held on special oc-

casions help increase employee engagement with the topic. In addition, OHS newsletters and supportive services help maintain the continuity of occupational safety awareness. By these means, we aim our employees to participate more actively in occupational health and safety processes.

In addition, the OHS awareness and performance of operational units are reported every four months based on criteria such as OHS compliance, occupational accidents, nonconformities, and corrective actions taken. In addition to these evaluations, monthly reports on corrective and preventive actions, occupational accidents, and progress toward targets are also used to dynamically monitor OHS awareness across units.

To understand the impact of all these efforts on employees and identify areas for improvement, an OHS Culture Survey is conducted. This survey provides an objective analysis of the current situation and needs.

As Turkish Technic, our occupational health and safety practices have been recognized with International Safety Awards granted by the British Safety Council. This prestigious organization evaluates companies' practices in the management of health, safety, and employee well-being at an international level.

Lastly, to ensure equality among employees at our locations outside Istanbul, we extend our standard practices implemented in Istanbul to maintain consistency across all our operations.

By continuously monitoring OHS performance and adapting employee training to meet current needs, we continue to build a strong and sustainable OHS culture at both individual and corporate levels. This comprehensive and proactive approach plays a key role in ensuring the safety and continuity of our operations.

* The published training data includes total training participation. As each participation is counted independently, if the same employee participates in multiple training sessions, these are recorded separately. Therefore, the figures indicated reflect total training participation rather than the number of employees.

Employee Well-being & Development

As Turkish Technic, we implement targeted projects and practices to support the professional development of our employees, improve working conditions, and strengthen work-life balance. Our commitment to protecting and enhancing employee rights is reflected in the steadily increasing proportion of our employees covered by the collective bargaining agreement (CBA). In 2023, 96.14% of our employees were covered by the CBA, and this rate rose to 96.72% in 2024.

The working and employment conditions of employees who are not covered by the CBA are also applied directly or by analogy in accordance with the provisions of the collective agreement, ensuring no differences in conditions among employees.

Our commitment to equal working conditions is also supported by the accessibility and transparency of our policies. All our policies are shared openly with all employees via our company's intranet

portal and website. Although there is no dedicated training program for the policies, we aim to raise employee awareness by referencing these policies in regular training programs, such as those on human factors and company procedures. This awareness helps our employees feel safe and supported.

We extend our support for union processes beyond training and awareness efforts. Our company supports activities organized by the authorized union to strengthen employees' participation in union processes and their freedom of association. This support goes beyond the allocation of physical spaces such as offices and classrooms and includes active participation of union representatives in procurement processes for services that affect employees' daily lives, such as transportation and meals. Our company has a total of 26 employee representatives: 6 chief representatives and 20 employee representatives. Among these representatives are union officials who

negotiate professionally with the company on behalf of the employees. All procedural and operational changes are implemented with input from the union, whose active involvement helps ensure that decisions reflect the needs of all parties.

Another important aspect of our efforts to protect employee well-being is the regular collective bargaining agreements. These agreements are held every two years with ÖzÇelik-İş Union and address critical issues such as wages, working conditions, social benefits, and leave, and result in agreements that meet the expectations of all parties. During the orientation programs for new hires, the union is introduced, and a wage differentiation policy for non-union employees is implemented to encourage union membership. In this way, the right to defend employees' rights and participate in collective bargaining processes becomes an integral part of our company culture.

Our efforts to enhance employee well-being are also supported by regularly reviewing their experiences.

progress toward its goals. In conclusion, our employee well-being practices help our employees become stronger, happier, and more engaged individuals in the workplace. As Turkish Technic, we will continue to move forward with confidence toward a stronger future together with all our employees.

Fringe Benefits and Support Provided to Employees

At Turkish Technic, we offer a comprehensive fringe benefits system to support our employees' work-life balance and enhance their well-being. **Through our family-friendly programs and extensive social support offerings, we aim to help employees achieve a balanced experience in both their professional and personal lives.** With this system, which prioritizes employee satisfaction, we strive to increase their happiness and engagement.

Our leave policies are designed to support our employees through different life circumstances and include the following:

Maternity Leave:

Expectant mothers are granted a total of 20 weeks of paid maternity leave, consisting of 8 weeks before birth and 12 weeks after. This policy is intended to allow mothers to focus on their newborns.

Paternity Leave:

New fathers are granted 10 days of paid paternity leave following the birth of a child.

Breastfeeding Leave:

Working mothers are provided with 1.5 hours of paid breastfeeding leave each day until their child is 15 months old. This



In this context, starting from 2024, we plan to conduct annual employee satisfaction and engagement surveys.

Through these surveys, we analyze employees' attitudes in the workplace, their level of engagement, and overall satisfaction. The results serve as a foundation for identifying strategic areas of improvement that contribute to the company's

is a benefit that exceeds the legally mandated duration.

Caregiver Leave:

In the event of a family member falling ill, our employees are entitled to take up to 30 days of caregiver leave.

Birthday Leave:

Employees are entitled to one day of leave on their birthday, which can be used within two days before or after the actual date.

Marriage Leave:

Employees who are newly married are granted 8 calendar days of paid leave.

Bereavement Leave:

In the event of the death of an employee's spouse, children, parents, or siblings, 7 days of paid leave are granted. For the death of the spouse's parents or siblings, 2 days of paid leave are provided.

First Day of School and Report Card Day Leave:

Women employees with children aged 4 to 13 are granted leave to share in the excitement of their child's first day of school and report card day.

In addition, as Turkish Technic, we provide various fringe benefits* to support our employees' social security and to stand by them in challenging situations:

Marriage and Bereavement Assistance:

Financial support is provided to employees in the event of marriage or bereavement.

Private Health Insurance:

All full-time employees are covered by private health insurance, which includes

medical expenses in case of illness or accident.

Disability and Incapacitation Coverage:

Disability and incapacitation coverage is provided to our employees as part of occupational safety.

Post-Retirement Support:

Employees who leave our company by retiring can continue to benefit from the 24/7 support programs we offer to our current employees. These programs include:

- Psychological counseling,
- Nutritional counseling,
- Financial advisory services, and
- Social life and legal counseling.

In addition, under certain conditions, retirees and their families continue to be eligible for discounted airline tickets. With these support mechanisms, our company considers full compliance with legal provisions in retirement arrangements as a fundamental responsibility to ensure a secure retirement process for our employees.

Flexible Working Hours:

Office personnel working under civil servant arrangements are offered flexible working hours, provided they complete the daily 7.5-hour work requirement. Employees can choose one of the following time slots: 07:00–16:00, 08:00–17:00, or 09:00–18:00.

Performance and Additional Benefits:

Our company offers various forms of support to both reward employee performance and enhance their social and economic well-being. Bonus payments are made when profit targets are exceeded, while full-time employees are provided with shuttle transportation and meal services. In addition, benefits such

as discounted and free airline tickets; financial support for childbirth, bereavement, marriage, daycare, and relocation; and various corporate discounts aim to make our employees' lives easier.

A two-way communication system has been established to enable our employees to directly share their views on working conditions and fringe benefits with management. In this context, requests submitted via the Employee Support Email Line are addressed in the Employee Experience Advisory Board meetings, which are held with the participation of senior management and evaluated directly at the General Manager level. In addition, through the ethics hotline and regular feedback meetings, our employees are able to communicate transparently with management and receive prompt responses to their requests.

The technological infrastructure that supports these communication channels also helps facilitate our employees' daily tasks. The SAP system provides access to all processes related to personnel affairs and allows employees to quickly and easily access essential information such as payroll, turnstile activity records, leave entitlements, and work schedule details.

This technological support tailored to employee needs is reinforced by strong human resources communication in case of exceptional situations. In such cases, employees can contact the Employee Support Supervisor of the relevant location by phone, email, or in person to receive the necessary assistance. This integrated approach enables a holistic employee experience.

Career Management & Training

As Turkish Technic, we implement a comprehensive and employee-focused career management and training strategy to support our employees in achieving their career goals and contributing to their professional development. All our

processes are based on the principles of transparency and equality, and any changes related to career management and training are enacted in line with the protocols established with the authorized union.

To help our employees achieve their short and long-term career goals, we make effective use of our performance evaluation system. Our performance management process not only supports individual development but is also designed to enhance overall company success. In this context:

Performance Evaluation System:

Conducted twice a year, performance evaluations are a key criterion in employee promotion processes and horizontal career movements. In addition, performance evaluation results are also used in reward processes.

Feedback and Development-Oriented Approach:

- Regular feedback meetings are organized between employees and managers to strengthen communication.
- Training sessions are held for both managers and employees on the performance evaluation system and related policies, including how to use the system.

Continuously Updated System:

The performance system is regularly revised based on feedback to meet the evolving needs of employees.

Through performance management, our employees' contributions to professional life are strengthened as they advance to the next level in their careers.

* Among the comprehensive benefits it provides to its employees, our company does not offer share ownership schemes.

Our Training Policy and Training Programs

Our training processes are structured in accordance with the standards set by civil aviation authorities. Our goal is to enhance employee competencies by meeting both current and future training needs. Our training policy is carried out based on the following core principles:

- **Strategic and Sectoral Alignment:** Training and development needs are identified in line with our company's priorities, strategic goals, and sectoral requirements, using a modern talent management approach.
- **Continuous Development and Documentation:** Training needs analysis, implementation activities, and the related evaluation and reporting processes are conducted in line with changing business conditions, internal regulations, standards set by civil aviation authorities, and emerging technologies; these processes are documented regularly. In our training processes, authorization, examination, and hands-on evaluation practices are actively conducted to measure and improve our employees' knowledge and skills.
- **Excellence in Meeting Needs:** We make every effort to fully meet our employees' training and development needs. Exceeding expectations and creating added value are our primary priorities in this process.
- **Efficient Use of Resources:** Efficient and sustainable resource management is the foundation of our training activities. This approach plays a critical role in helping our company achieve its long-term goals.
- **Equal Opportunity:** All employees are provided with training and development opportunities in line with the principle of equality. This

approach supports diversity and strengthens our company's inclusive and fair workplace culture.

By offering a comprehensive training program, we support our employees' professional development and enable them to contribute to our corporate goals. Our training programs serve as a tool to put the core principles of our policy into practice. Our training includes the following:

Leadership and Management Training

Leadership School

Specialized programs aimed at developing the leaders of the future.

First-Level Management School

Training programs designed to equip first-level managers with leadership and management skills.

Personal and Professional Development Training

Personal Development and Talent Preparation Programs

Programs designed to enhance individual competencies and prepare employees for future roles. In this context, technical and leadership development activities, such as advanced Excel training and team management, help employees contribute more effectively to business processes and support them in achieving future career goals.

Ethics Training

Delivered as a 1-hour e-learning module. First introduced in 2022, the training continues to be provided regularly to all new hires and has been assigned to approximately 12,000 employees.

Business Ethics and Code of Conduct Training

A training session delivered as part of the onboarding orientation program, providing information about company values and ethical codes.

Personal Data Protection Law Training

Delivered online and asynchronously.

Information Security Awareness Training

Online training programs designed to raise security awareness.

Technical Training and Certification Programs

Part 145 Classroom and Workshop Training

Classroom and workshop-based training designed to enhance the competencies of technical personnel working in the aviation maintenance, repair, and overhaul (MRO) sector.

Part 145 Online Training

Online training delivered in compliance with aviation regulations.

Part 147 Type Training Programs

Certified training that enables technicians to operate specific aircraft types as part of their aircraft maintenance licensing process.

Part 147 Basic Training Programs

Programs that provide aviation maintenance personnel with foundational training for the sector.

Category B1.1 Certification Program

A program that includes the module training required for technicians to obtain an aircraft maintenance license.



Part 147 License Module and Type Training Exams

License Module Exams

Exams covering the modules delivered as part of the basic training program.

Type Training Exams

Exams that assess the type training completed for aircraft maintenance licensing.

Mandatory and Sustainability Training Programs

Mandatory Training Programs

Training required by legislation and company policies.

Environmental Management Training

An online sustainability training designed to raise environmental awareness.

OHS (Occupational Health and Safety) Training

Training programs covering critical workplace safety topics such as onboarding, working at heights, and basic OHS.

Development Training in Various Fields

Technical and Workshop Training Programs

On Job Training (OJT) organized based on requests from departments.

Online and Periodic Training Programs

Online and recurring training designed to help employees keep their knowledge up to date.

External Organization Training Programs

Special programs aimed at increasing employees' sectoral awareness through participation in summits, conferences, and seminars.

These programs aim to enhance our employees' knowledge and to ensure di-

rect applicability to business processes. Strengthening employee motivation, productivity, and adaptability are among the core objectives of our training programs. In line with our company's strategic goals, we provide equal training opportunities to every employee, supporting both individual and organizational success.

Unit Transfer and Employee Engagement

We value and support our employees' individual preferences in their career development processes. The development journey that begins with our training programs is completed through unit transfers and stay interview meetings:

Unit Transfer:

One-on-one meetings are held with employees who request a unit change, during which the reasons for their requests are evaluated and suitable alternatives are offered.

Stay Interview Meetings:

Stay interviews are conducted regularly to assess our employees' level of commitment to and motivation for staying with the company. Based on the data gathered from these interviews, unit-specific action plans are prepared, and measures are taken to strengthen employee engagement.

In 2022, a comprehensive survey was conducted in collaboration with **Happy Place to Work** to better understand and improve employee experience. This study analyzed feedback from current employees and aimed to make employee experience practices more visible in candidate communication processes. Based on the survey results, our company was awarded the "Outstanding Employee Experience" certificate as of 2023. In the last quarter of 2024, an independent **Employee Engagement**

and Experience Survey was conducted by **Kincentric IDE Consulting**. The aim of this study was to measure employee engagement levels, gain experience-focused insights, and systematically identify areas for improvement.

Importance Given to the Role of Women in the Workplace

With a mindset that values diversity, we organize special events to strengthen the role of women employees in our workplace. These efforts further reinforce our employees' presence within the company and contribute to sectoral diversity:

International Women's Day Event:

A seminar was held with the participation of our Board Member Ayşegül Denli, where the importance of women in the workplace was emphasized and an inspiring environment was created.

Empowerment of Women Employees:

We adopt an approach that prioritizes diversity and inclusion, aiming to increase the representation of women in leadership positions and support women in taking on strong roles in the industry.

We support women employees in becoming more visible and effective in various roles within our working life. This approach both focuses on career development and also includes awareness-raising through events we organize. Ensuring equal access to training and development opportunities and shaping career paths based on competence rather than gender is among our core principles. We believe the steps we take in this area strengthen balance within our teams and make meaningful contributions to our corporate culture.



Our Compensation Policy

At Turkish Technic, compensation management is based on job evaluation principles and the added value that each role contributes to our operations. Our compensation policy aims to fairly recognize our employees' efforts and support sustainable job performance. The compensation of the Board of Directors and senior executives is determined in accordance with the resolutions adopted at the Annual General Assembly Meetings held each year. Members of the company's highest governing body receive only a fixed salary, while senior executives are eligible for both a fixed salary and performance-based bonuses.

To ensure our compensation policy is applied fairly and transparently, we act in line with the Collective Labor Agreement signed with the authorized union, and accordingly, all related provisions are shared with employees. Salary details are announced via the SAP system 1–2 days prior to the payment date, so employees can easily access the information.



In line with the principle of fair compensation, the lowest-paid employee at our company earns 2.30 times the local minimum wage.

This practice ensures that all employees earn above the minimum wage and is regularly audited, including for support functions. In accordance with the Collective Labor Agreement, employees holding the same position are subject to equal pay, although compensation may vary depending on job title and shift type.



In addition, a fair compensation policy is applied to all employees based on the principle of equal pay, regardless of gender.

To support a fair compensation policy in working conditions, the average weekly working time is set at 45 hours. To ensure employees are fairly compensated for their extra work, the Collective Labor Agreement provides for overtime pay in the following cases, which are all compensated with overtime pay:

- Work exceeding the normal daily working hours,
- Work performed on Sundays and official holidays, and
- Night shifts.

Our transparent and sustainable compensation policy is designed to fundamentally safeguard the rights of our employees. **At our company, all types of compensation, including salaries, bonuses, social benefits, and professional indemnities, are clearly defined.** For part-time employees, compensation is based on the wage rates set by the Turkish Standards Institution (TSE).

At Turkish Technic, we have established the necessary infrastructure to ensure that our employees can easily access information about our policies and monitor their rights throughout this process. Through regular review processes, we remain committed to protecting the rights and enhancing the well-being of our employees, who contribute to our company's added value.

Inclusion and Equal Opportunity

At Turkish Technic, we do not tolerate any form of discrimination against our employees based on race, skin color, gender, ethnic origin, nationality, language, religion, physical appearance, age, or economic or family status.

This principle is guaranteed through our Human Rights Policy and Code of Ethics, and it is a commitment we extend to all our stakeholders.

Code of Ethics and Principles of Conduct

At our company, mutual respect, diversity, and multiculturalism are promoted among employees. Aware of how diversity contributes to success, we place great importance on accepting, supporting, and rewarding different cultures. In this context:

- All decisions are made and implemented without discrimination, based solely on the performance criteria required by the role.
- Our employees work in a reliable, constructive, and respectful environment where they are free to express their opinions.
- Our commitment to respecting human rights covers all our internal and external stakeholders, with priority given to our employees, customers, suppliers, and business partners.
- All forms of bullying, harassment, and discrimination are strictly prohibited. Reporting incidents of bullying and harassment is encouraged, and all complaints are reviewed through the Ethics Hotline and other communication channels. Following the necessary reviews, appropriate actions are taken in line with the Collective Labor Agreement and Ethics Procedure.

Cases or allegations that are determined to be unfounded as a result of the investigation, or for which sufficient data cannot be obtained and accuracy cannot be proven, are no longer considered discrimination cases. In cases where allegations have been verified and actions taken, any new reports received at a later stage may lead to a renewed investigation.

Our employees can report incidents of discrimination or harassment they have witnessed or experienced through the Ethics Hotline without being required to disclose their identity.

Website: www.ttethics.com

Telephone Number: 0850 281 5088

Email: The Ethics Hotline email address of the independent consulting firm is published on the website.

In line with our Whistleblowing Policy, the confidentiality of individuals who report concerns is strictly protected, and safeguards against retaliation are in place. Complaint processes are conducted in a transparent, prompt, and fair manner. If a serious issue related to misconduct is identified, a decision is made to refer those responsible to the disciplinary board or to impose sanctions under the provisions of the Collective Labor Agreement.

Preventive Measures and Awareness Activities

To prevent discrimination and harassment:

- Mobbing Awareness Training has been assigned to employees and is accessible via the Techtube video platform.
- Awareness-raising information is

shared through newsletters and announcements.

- When deemed necessary, individualized training programs are implemented.
- Information on complaint mechanisms is made available to employees via screensaver and IPTV visuals.

In addition to these activities, while there is no standalone training specifically on diversity, discrimination, or harassment, an "Ethics Committee and Code of Ethics" training is provided, which includes information on procedures and reporting mechanisms in the event of a violation. Introduced in 2022, this training is tracked cumulatively based on the number of individuals who attended and completed the training.



As of the end of 2024, a total of 10,711 employees have received training on Diversity, Discrimination, and Harassment under the "Ethics Committee and Code of Ethics" training, demonstrating a significant increase in awareness across the organization.

While awareness-raising activities and training related to discrimination and harassment continue at our company, root cause analyses are conducted to prevent the recurrence of identified violations, and administrative measures are taken based on these analyses. In addition, informative memos are sent to relevant departments, and the effectiveness of the actions taken is monitored at regular intervals; when necessary, processes are improved and further supported.

Equal Opportunity in Recruitment Processes

In our recruitment processes, job posting criteria are announced transparently, and all candidates are included in the evaluation process regardless of gender, race, or social background. The process operates as follows:

- All candidates who meet the departmental criteria stated in the job posting are included in the testing process, regardless of gender, alma mater, or university ranking.
- Based on the results of this exam, which has a uniform level of difficulty, candidates proceed to the interview stage.
- Candidates who are not selected receive feedback based on the job posting criteria. No candidate is eliminated for reasons not specified in the criteria.

Applications from candidates with disabilities are supported through both dedicated and general job postings. As of 2024, our company employs 201 individuals with disabilities.

In addition, special recruitment processes were conducted for candidates in disadvantaged situations following the 2023 earthquake, and interviews were arranged in nearby provinces to reduce travel expenses.

Recruitment processes at our company are shaped by local legal regulations and corporate needs. In this context, there are currently no individuals with immigrant status among our existing employees.

Support for Employees with Disabilities

We are taking significant steps to ensure equal rights and make easier the working lives of our employees with disabilities:

- Transportation to the workplace is provided via special shuttle vehicles that pick employees up from their homes.
- Dedicated parking spaces are allocated.
- On December 3 (International Day of Persons with Disabilities) and during Disability Awareness Week (starting May 10), employees are granted one day of leave.

Combating Harassment and Discrimination

Our Disciplinary Procedure, **Collective Labor Agreement, and Code of Ethics clearly state that harassment may constitute grounds for termination of employment.** In addition, the Ethics Procedure states that in cases involving discrimination and/or harassment, if the identified actions are considered offenses under the Turkish Penal Code, Misdemeanor Law, or other applicable legislation, the relevant department will be notified to initiate the necessary legal process. Through all these practices, we ensure that our employees work in a fair, respectful, and inclusive environment. At Turkish Technic, we view equal opportunity and diversity as fundamental pillars of our sustainable success, and we are committed to building a workplace culture where every individual is valued.



Customer Satisfaction

At Turkish Technic, our broad customer portfolio reflects the diversity of the sector we serve and our international reach. Scheduled and non-scheduled international or domestic airlines, aircraft owners and leasing companies, business jet operators, state-owned enterprises, governments, and military forces are key stakeholders in our service network.

Our international operations enable us to deliver fast and effective solutions to the needs of our customers operating across various continents and regions. In particular, our customers in Africa, Asia, Europe, the Middle East, and North America represent a significant reflection of our service diversity and technical capacity. Through our partnerships across this vast geography, we embrace a globally strong service approach shaped by experience gained from diverse cultures and operational expectations.

Within this scope, the main measures we take to ensure customer satisfaction are as follows:



Transparent and Accessible Communication Channels:

We offer various communication channels, such as our call center, email addresses, online platforms, and ethics hotline, to ensure that our customers can easily submit their requests and complaints.



Personalized Service:

We recognize that each customer has different needs. Therefore, we provide tailored solutions based on individual expectations and plan maintenance/operations in a way that minimizes disruption to their workflows.



Regular Feedback Monitoring:

At the end of our service processes, we regularly measure customer satisfaction through surveys and feedback tools.

Based on these evaluations, our customer satisfaction rate increased from 84% in 2023 to  87% in 2024.

This rise is a direct reflection of the improvement initiatives that we have implemented and our customer-oriented service approach.

 This has been subject to limited assurance by an Independent Audit Organisation.



Continuous Training and Development:

To ensure the sustainability of our service quality, we regularly support our technical personnel and customer relations teams with training programs. These programs aim to enhance our employees' competencies in areas such as customer orientation, communication skills, and technical proficiency.



Fast Issue Resolution:

Our complaint management process is structured in accordance with the ISO 10002 Customer Satisfaction Management System standard. This system enables the rapid identification of complaints, referral to relevant departments, and close monitoring until resolution.



Proactive Problem Solving:

We take a proactive approach to address potential issues that may arise during maintenance and operational processes.



Process Improvement and Revision Proposals:

We continuously offer improvement proposals to ensure our processes are aligned with customer demands and expectations.

This systematic and comprehensive approach not only ensures the sustainability of our service quality but also helps us exceed customer expectations. As an organization certified with ISO 9001:2015 Quality Management System and ISO 10002 Customer Satisfaction Management System, we manage customer satisfaction through a systematic approach and are committed to the principle of

continuous improvement.

As a result, **we continue to deliver high-quality, reliable, and sustainable services to all our customers thanks to the experience we have gained through our international operations, our rapid response mechanisms, and our customer-oriented approach.**



Community Relations and Social Responsibility

At Turkish Technic, under our Technic for Good (TFG) brand, we carry out impactful projects in collaboration with our employee volunteers to create value for both our country and the world at large. Through the activities we carried out in 2023 and 2024, we aim to deliver long-term and sustainable solutions to a wide range of social needs.

Disaster Relief Activities

The devastating earthquakes centered in Kahramanmaraş on February 6, 2023, deeply affected millions across our country and left lasting scars. From the very first moments of this major disaster, Turkish Technic launched a comprehensive relief effort guided by a spirit of solidarity and unity, with the goal of helping heal the wounds as quickly as possible:

In-Kind Aid:

Essential goods were quickly collected for those affected in the disaster-stricken provinces and delivered rapidly to the region by trucks and cargo planes.

Search and Rescue Teams:

- In partnership with the Disaster and Emergency Management Presidency of the Republic of Türkiye (AFAD), training programs were organized, and 100 of our employees were certified in search and rescue.
- A 300-person field team with first aid and emergency response experience played an active role in search and rescue operations.
- A support team of 350 people, including psychologists, provided psychosocial support services to earthquake survivors.

AFAD Relief Campaign:

Within the first 5 hours of the campaign, a total of 2.3 million TRY was raised through the rapid and generous contributions of our employees.

International Solidarity:

Following the earthquakes centered in Kahramanmaraş, we provided free labor for aircraft maintenance services to international airlines operating aid flights to Türkiye, offering critical support during this challenging time. Through this service, offered to airlines from more than 10 countries, including the United States, Germany, the Netherlands, Libya, Vietnam, and China, we helped ensure the swift and effective delivery of aid. By standing behind every step taken to support relief efforts, we continue to contribute to global solidarity and fulfill our responsibilities with determination.

Educational Activities

The following projects have been implemented to support equal opportunities in education and empower the future of young people:

Computer Donations to Schools:

A total of 116 unused computers from our company were donated to schools in the earthquake-affected region to support students' access to technology.

Istanbul Airport Vocational and Technical Anatolian High School:

This school was opened during the 2021-2022 academic year as part of a Vocational and Technical Education Cooperation Protocol signed by the Republic of Türkiye Ministry of National Education, Yıldız Technical University, Hasan Kalayoncu University, İGA Airport Operations, and Turkish Airlines Technic. Taking into account the human resource profile needed by the Istanbul Airport ecosystem:

- A five-year education model, including a preparatory year, is implemented. Students are expected to graduate with internationally recognized language certificates as part of

their portfolios.

- Students receive industry-integrated education through technical field visits (to Istanbul Airport land and airside, ATC Tower, Sabiha Gökçen Airport, and Turkish Technic), hands-on courses, and seminars.
- As our school is a Technical High School, students are supported in the 12th grade with an Academic Support package to prepare for university entrance exams.
- Our students:
 - Our school's VEX Robotics Team "ROBOTIST" has achieved significant success in a short time, bringing numerous awards to the school. Additionally, our Mini Sumo Team represented us successfully at an international competition organized by Oradea University in Romania.
 - Our school's soccer team achieved great success by finishing second in the district during its first year and brought the trophy home. In addition, students successfully represent the school in sports such as table tennis, volleyball, basketball, soccer, and archery.
 - They have also taken part in international projects through ERASMUS+ projects and E-Twinning works. Additionally, our students have participated in Model United Nations (MUN) programs alongside students from other schools.

My Hangar Campus Program:

At Turkish Technic, we run a specialized development program for university students studying in departments such as Aircraft Body-Engine Maintenance, Aircraft Electrical and Electronics, Aircraft Maintenance and Repair, and Aviation Electrical and Electronics. Through this

program, we provide senior-year students in aircraft maintenance departments with hands-on job experience before they graduate. 95% of students who participate in the program receive job offers at the end, giving them a strong start to their careers.

StarTech Part-Time Work Program:

Through the StarTech Program, we offer university students the opportunity to work part-time. The program provides participants with career counseling, personal development opportunities, and one-on-one experience working with unit managers. Students in their 3rd or 4th year of university can apply to the program and work with us on designated days of the week. At the end of the program, they have the opportunity to join our team with a full-time position.

Aircraft Maintenance Technician Training Program:

The Category B1.1/B2 Basic Training Certificate Program conducted under Turkish Technic is a key reflection of our social responsibility approach, designed to meet the civil aviation sector's need for qualified human resources and support the technical career development of young talents. A global leader in aircraft maintenance, Türk Hava Yolları Teknik A.Ş. not only meets its own human resource needs but also aims to train technical personnel who will contribute to the sector at both national and international levels. In line with this goal, our company is authorized by both the DGCA (Directorate General of Civil Aviation of Türkiye) and EASA (European Union Aviation Safety Agency), making us the first and only organization in Türkiye to hold certifications from both authorities.

Since 2016, under the Directorate of Basic Training (Part 147), training and examination processes are carried out in these fields:

Category A1 (960 hours) – Basic Mechanics

Category B1.1 (2400 hours) – Mechanics

Category B2 (2400 hours) – Avionics

Approximately half of the training is theoretical instruction, while the other half is practical applications. Practical training takes place in structural, electrical, avionics, and engine workshops, as well as on an operational aircraft and in MSTD simulation classrooms.

Within this scope,

- 48 trainees were enrolled in the program in 2023, and
- 94 trainees were enrolled in 2024.

This program contributes to our company and strengthens our country's civil aviation infrastructure, equipping young people with internationally recognized knowledge and skills. Through partnerships with universities, vocational high schools, and other educational institutions, we offer young people industry-specific inspiration and development opportunities; internships, seminars, and joint projects are used to promote knowledge and experience sharing. Our company integrates its mission of training technical personnel with a corporate social responsibility perspective, thereby contributing added value to the national economy while continuing to prepare the aviation professionals of the future.

Environmental and Sustainability Activities

Partnership with the Association for Solidarity with Environmental Organizations (ÇEKUD):

- As **Turkish Technic** employees, we contributed to the **"Çiftçiye Hayat Olsun"** (Let There Be Life for Farmers) project launched in 2021 by **ÇEKUD** (the Association for Solidarity with Environmental Organizations), with the aim of support-



ing farmers, generating added value for the national economy, and transforming idle land into fruit orchards.

- On National Forestation Day on November 11, we launched the **"Her Çalışanımız Adına Bir Fidan"** (A Sapling for Each of Our Employees) project in partnership with ÇEKUD in Şanlıurfa, with the goal of providing economic support to farmers affected by the disaster and leaving a greener legacy for future generations. As part of our project, we planted a total of 12,000 trees—8,000 pistachio trees and 4,000 olive trees.

Electronic Waste Recycling:

We prioritize environmental responsibility across our facilities. In 2022, we launched major recycling projects to reduce our carbon footprint and benefit society, engaging over 9,000 employees. Waste collection points at Istanbul Airport, Atatürk Airport, and Sabiha Gökçen Airport enabled **recycling of 19,820 kg of electronic waste**, which was delivered to a licensed recycler for recovery. This achievement supported the establishment of a "Technology Classroom" at a school affiliated with Türkiye Maarif Foundation in Bishkek, Kyrgyzstan. The campaign will continue at the designated collection points in these three airports.

Energy, Water, and Waste Management:

We adopt a holistic approach to sustainability in our infrastructure investments, developing systematic practices for energy, water, and waste management. At our Istanbul Airport base maintenance hangars, certified for green building and sustainability standards, we implemented rainwater harvesting systems to supply daily-use water. In 2023, 16% of the 261,506 m³ of mains water we used came from these systems—roughly the 10-year consumption of a family of four.

Additionally, as a result of the activities we carried out in the same year, we achieved the following environmental gains:



By **recovering waste oil**, we prevented the contamination of approximately **428,395,000 m³ of water**, an amount equivalent to about **2.5 times** the water volume of Lake Terkos.



Thanks to the **recycling of 278,353 kg of wastepaper**, we helped preserve **25 acres of forest land**.



By **recycling 260,558 kg of plastic waste**, we recovered enough **plastic material to produce approximately 400,000 basketballs**.



Through the **recovery of metal waste**, we returned to the economy enough **metal to build 25 prefabricated houses**.



By **recycling 1,198,132 kg of hazardous waste**, we prevented the contamination of an area equivalent to **3 aircraft hangars with the capacity to hold 13 planes**.



Through our **solar energy systems**, we prevented approximately **130,000 kg of carbon emissions**, further promoting the use of renewable energy sources.



The energy savings achieved through our **LED lighting conversion project** are equivalent to the **daily energy production of 202 wind turbines**.



As a result of our **wastewater treatment efforts**, we **treated 11,541,000 liters of water** and **prevented the contamination of approximately 92,328,000 liters of freshwater**. This amount equals the water **required to produce 74 metric tons of red lentils**.

2024 Environmental Sustainability Achievements:

In addition to our comprehensive environmental and sustainability-focused initiatives, we have successfully further reduced our environmental impact through **projects conducted in 2024**. The notable results we achieved in line with our sustainability strategies are as follows:

By recovering 474,050 kg of waste oil, we prevented the contamination of 17,136,500 m³ of water. This amount is equivalent to approximately 901,921 individual 19-liter water jugs.

By recycling 217,243 kg of wastepaper, an amount of paper equivalent to approximately 1.5 years of the company's paper consumption was returned to the circular economy.

Through the recycling of 251,139 kg of plastic waste, we recovered enough plastic material to produce approximately 67,862,973 2x6 LEGO bricks.

By recycling 523,000 kg of metal waste, we recovered enough metal to build approximately 25 prefabricated houses, each 50 m² in size.

By the recycling of 1,962,000 kg of hazardous waste, we saved approximately 1,360,000 kWh of electricity for circular economy. This amount of energy is equivalent to the annual energy consumption of Burgaz Island.

We used rainwater to meet 3.88% of the 471,804 m³ of mains water we used. This amount is equivalent to the 85-year water consumption of a family of four.

Thanks to the energy generated by our solar panels, we saved 129,503 m³ of natural gas, preventing approximately 251,000 kg of CO₂ emissions and making a significant contribution to our sustainability.

Through our treatment efforts, we purified 12,150,000 liters of water. This amount is equivalent to the daily water consumption of the Çatalca district.

As part of our LED fixture conversion, we replaced a total of 28,820 fixtures. This allowed us to save 7,902,396 kWh of energy annually, equivalent to the yearly energy consumption of approximately 2,000 households.

By meeting 14% of our electricity needs from renewable energy sources, we prevented approximately 5,993,080 kilograms of CO₂ emissions.

Digital Transformation of Skytech Magazine

We are advancing both digitalization and environmental awareness not only in our operational practices but also in our corporate communication tools. In this context, we have transitioned our internal publication, **Skytech magazine, to a digital platform**, reducing resource consumption and shrinking our carbon footprint.

Thanks to this transformation:

- We have prevented the use of **approximately 10 metric tons of paper** annually,
- Prevented the **cutting of approximately 170 trees**, and
- Avoided the release of **approximately 20 metric tons of CO₂ emissions** caused by production, printing, and logistics processes.

The Skytech digitalization project is not merely a shift in publishing policy; it is a concrete example of a responsible, forward-thinking corporate approach that respects nature. In this transition, we reduce energy consumption across all stages, from production to distribution, contributing to environmental sustainability.

This step is not only a reflection of our focus on technology and innovation, but also a testament to how environmental awareness has become part of our corporate culture. Every page, every issue, every step is for **our planet**.

Activities for Employees and Their Families

Addiction Awareness Training:

A total of 133 colleagues participated in Tobacco Use Awareness Training sessions held throughout 2023 in collaboration with Yeşilay.

Occupational Health Week and World Environment Day:

- We rewarded employees who submitted the most effective and the most number of reports and solution suggestions via our occupational health and safety reporting channel.
- As part of Occupational Health Week and World Environment Day, we organized a Kahoot quiz open to all employees. We presented gifts to the top three participants as a keepsake of the event. These gifts were made from recycled aircraft parts. Through these activities, we aimed to raise awareness and reinforce the culture of occupational health and safety.

Events for Children:

- Our company successfully organized its fifth traditional drawing contest titled **"Turkish Technic Children Draw Their Dream World."** The contest, organized under the theme of World Water Day on March 22, attracted great interest from the children of

our colleagues aged 7 to 12. The competition gave our children an opportunity to express their imagination and creativity within the framework of sustainable water use.

- As part of National Sovereignty and Children's Day on April 23, our company welcomed children and siblings of our colleagues aged 7 to 12 at the hangar. At this special event, children had the chance to get to know our company and explore the world of aviation.

Technicians' Day

To recognize and highlight the valuable efforts of our aircraft technicians, **on May 24 "Aircraft Technicians' Day"** is celebrated every year with various activities. At events held in locations such as Istanbul, Ankara, and Aydın, our managers come together with team members working night and day shifts. The day is celebrated together with games, refreshments, and photo sessions. This practice is a strong reflection of Turkish Technic's employee-centered approach and culture of sincere communication.

Maintenance Safety Day

To reinforce the safety culture in maintenance operations, "Maintenance Safety Day" events are held annually. The organization is led by the Quality Assurance and Corporate Safety Department.

- Awards are presented to the top three participants in a field-based quiz competition.
- Special awards are also presented by our General Manager to six employees whose safety reports, which are submitted voluntarily throughout the year, are selected as the best.
- In addition, the top three employees in the safety slogan contest, which aims to promote a culture of safety, are also awarded.

Activities for Retirees

We bid farewell to our colleagues who have dedicated many years of service to our company through special retirement



ceremonies held under the motto **"In the Footsteps of Your Efforts."** At these meaningful gatherings, our managers, retiring colleagues, and their teams come together. The farewell is honored with thank-you speeches, gift presentations, and commemorative photos.

Turkish Red Crescent Blood Donation

To promote social solidarity, we regularly organize blood donation campaigns across the company in collaboration with the Turkish Red Crescent. Our volunteer employees actively participate in these campaigns, offering hope to those in need and contributing to social responsibility.

Environmental and Sports Activities

Our annual **TK FEST event**, features a variety of activities designed for our employees to enjoy their time. A wide range

of sports such as bowling, soccer, golf, table tennis, and human foosball are offered as part of the event. In addition, as the THY family, we participate in the **Istanbul Corporate Games** in 21 different disciplines, including basketball, bocce, swimming, tennis, and volleyball.

At Turkish Technic, we do more than fulfill our technical responsibilities; we also reflect our sense of duty toward our community, environment, and future in everything we do. Every initiative we carry out, from disaster relief to education and environmental projects, from employee and family-focused programs to volunteer-based efforts, is the consequence of this mentality. We define success not just by operational excellence, but by our ability to create lasting, socially beneficial, and sustainable value.



7. ENVIRONMENT- FOCUSED APPROACH

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Energy and Emission Management

Energy Management

Our energy management strategies reflect a comprehensive approach that spans from creating comfortable workspaces for our employees to reducing our environmental impact and integrating renewable energy sources. In this context, as Turkish Technic, we aim to both conserve natural resources and serve as a model of energy efficiency through our projects that support sustainable development.

Our company aims to minimize its impact on employees, the environment, and society by managing energy consumption effectively. Climate control systems, which account for the majority of our energy consumption, maintain ideal temperature, humidity, and air quality levels in workspaces, providing a comfortable environment for our employees. With a strong focus on environmental sustainability, we pursue energy-saving opportunities, integrate renewable energy sources into our operations, and implement innovative solutions such as solar collectors (panels that capture the energy carried by solar radiation) in our buildings.

Our energy management policy is shaped by national and international regulations and adopts a systematic approach to minimizing our environmental impact. We focus on using energy efficiently in our maintenance and repair activities and prioritize energy efficiency and reduced natural resource use in future investment planning. We also support efficient technologies across all processes by prioritizing high energy performance products and services in design, procurement, and technology selection.

Energy management is one of the cornerstones of our company's sustainability vision. To manage our energy consumption

effectively and minimize our environmental impact, we base our efforts on the TS EN ISO 50001 Energy Management System standard. In line with this system, we monitor and analyze energy consumption and evaluate opportunities for improvement. Our energy management processes aim to maximize energy efficiency, reduce the use of natural resources, and minimize our environmental impact in line with sustainable development goals. In this context, we have developed a handbook, procedures, and instructions that govern our operations, all structured in accordance with the requirements of the Energy Management System standards.

The Energy Review and Planning Procedure plays a key role in our energy management strategy. Through this procedure, we systematically analyze our energy consumption and usage, and use the resulting data to plan future energy needs. The main steps of the procedure are as follows:

Analysis of current energy consumption:

The diversity of current energy sources is identified, and past and present energy use is evaluated.

Identification of Significant Energy Uses (SEUs):

Processes and areas with the greatest impact on energy efficiency are analyzed.

Identification of relevant variables and responsible personnel:

Variables that affect or alter SEUs are defined, and responsible employees are assigned.

Prioritization of performance improvement opportunities:

Potential projects to improve energy efficiency are assessed and ranked in order of priority.

Forecasting of future energy consumption:

Projections are made to set long-term energy management targets.

Our company also conducts energy audits every four years to enhance the effectiveness of the energy management system and carries out improvement efforts based on the findings. We achieve energy savings by using solar collectors at our facilities and promote the use of renewable energy sources.



The solar collectors installed at our Istanbul Airport and Atatürk Airport facilities generate approximately 300 kW of heating power and partially meet the hot water needs of the facilities.

As part of our efforts, we aim to reduce our environmental impact and to raise employee awareness on energy conservation.



Energy Efficiency Measures

Our energy efficiency strategy is based on an integrated approach that includes infrastructure improvements and employee awareness. The various measures implemented within this scope make significant contributions to optimizing energy consumption and supporting sustainability.

Infrastructure and Technological Improvements

Improvement of Heating and Cooling Systems: Insulation checks of heating and cooling installations are carried out regularly throughout the facility. This helps minimize energy loss and improve system efficiency.

Variable Speed Drives on Pumps:

Energy consumption is optimized by using variable speed drives in pumps and other mechanical systems.

O₂ Trim System in Hot Water Boilers:

An O₂ trim system is used in the hot water boilers at our facilities to maintain the optimal ratio of fuel and the flue gas oxygen. This system significantly reduces fuel consumption and utilizes the heat from flue gases through economizers.

LED Lighting and Occupancy Sensors:

A LED retrofit project is being implemented for lighting fixtures at our SAW facilities, aiming to achieve up to 65% energy savings. In addition, occupancy sensors are used to save energy in lighting systems.

Compressed Air Leak Control Program:

Starting in 2025, we plan to implement a periodic compressed air control program at our SAW, ISL, and IST facilities. The program will involve inspecting compressed air systems with leak detection devices and taking corrective action to prevent energy loss.

Information Technology Infrastructure

- **Server Consolidation and Virtualization:** By reducing the number of physical servers and using virtualization technologies, a lower-energy-consuming infrastructure has been established. This approach reduces energy consumption while supporting environmental sustainability.
- **Energy-efficient Infrastructure Hardware:** Hardware with higher energy efficiency and lower consumption is preferred, and the existing infrastructure is regularly updated.
- **For White-collar Employees:** The use of notebooks and monitors consumes 75–80% less energy compared to standard desktop computers.
- **For Blue-collar Employees:** Thin client and monitor solutions consume 85–90% less energy compared to standard desktop computers.

Sleep Mode Applications To optimize energy consumption, unused computers and monitors are placed in sleep mode. This practice reduces device energy consumption by up to 90%. For example:

- Monitors consume 1–3 watts of energy in sleep mode.
- Notebooks or thin client devices consume 2–5 watts of energy.

Employee Awareness and Training Training programs are conducted to raise awareness among employees and increase energy savings. These sessions provide energy-saving tips as well as information about the ISO 50001 standard. Through these efforts, employees are encouraged to contribute to energy efficiency.



LEED-Certified Facilities and Sustainable Design

Our buildings are designed in line with sustainable design criteria and in compliance with international standards. In this context, the ASG and MRO buildings at Istanbul Airport and two maintenance hangars at Sabiha Gökçen Airport are LEED certified.

These comprehensive, innovative energy efficiency measures contribute to energy savings and support our progress toward achieving our environmental sustainability goals.

Evaluation of Energy Efficiency

We use methods aligned with the ISO 50001 standard to evaluate energy data. We record our natural gas and electricity consumption in kWh based on data obtained from invoices. In our analysis processes, we identify Significant Energy Uses (SEUs), determine our current energy performance, and make projections about future energy consumption. All these processes are carried out in an integrated manner with the goals of minimizing energy consumption, improving energy efficiency, and reducing our environmental impact.

For calculating reductions in energy consumption, baseline years have been determined by location, and the consumption has begun to be reported on a monthly basis. This decision was driven by the need to optimize analysis and improvement efforts using more up-to-date

and reliable data in line with our energy efficiency goals. **In 2023, we initiated the energy consumption monitoring process through work conducted on our solar energy system.** We identify areas with improvement potential, develop new projects in these areas, and integrate them into our energy management policies. With our innovative solutions and strategies aligned with international standards, we remain committed to advancing our efforts to improve energy efficiency.



By enhancing our energy monitoring systems and integrating new practices, we aim to establish a more sustainable energy management model in the future.

Emission Management

Our company translates its commitment to reducing greenhouse gas emissions and other air pollutants into concrete actions through energy efficiency projects and investments in renewable energy. These projects not only contribute positively to the environment but also support the economy by reducing costs. In addition, we adopt an approach aimed at minimizing environmental impacts through processes that carefully assess potential emission increases across the supply chain.

Our company's policies and commitments for managing greenhouse gas emissions are aligned with international standards. Emissions measurement and reporting are continuously improved, and innovative solutions are implemented to reduce emissions. In this context, the TS EN ISO 50001 Energy Management System is implemented, contributing to emission reduction while optimizing energy consumption.

Furthermore, investments in renewable energy support environmental sustainability, and energy efficiency projects help reduce our carbon footprint. Our actions to reduce greenhouse gas emissions include improving energy efficiency, reducing waste, and using renewable energy sources.



In 2024, 14% of the electricity procured by our company came from renewable sources.

Innovative technologies that support energy management processes are used in our company, emission data is systematically analyzed, and continuous improvement is achieved through performance

evaluation processes. To encourage the use of public transportation, shuttle services are provided for employees, carpooling is practiced among managers, and mild hybrid vehicles are preferred for fleet use. Additionally, to reduce greenhouse gas emissions, electric transport and handling vehicles, as well as bicycles, are used instead of fossil-fuel-powered vehicles for on-site transportation and material handling. In this context, three TOGG T10X electric vehicles were added to our company fleet in 2024.

Online meetings are another important practice that supports our emission reduction efforts by minimizing environmental impact.



In addition, a project is planned for 2025 to offset greenhouse gas emissions generated from aircraft maintenance activities, with a specific focus on offering carbon offset options to third-party customers.

The year 2023 marked a turning point for our company in terms of measuring, reporting, and verifying greenhouse gas emissions. As the baseline year, Scope 1 emissions were calculated at 31,395.63 metric tons, Scope 2 emissions at 47,284.16 metric tons, and Scope 3 emissions at 328,686.16 metric tons.* At our company, emission reduction efforts are not limited to production and energy management; they are also supported through employee awareness initiatives such as training programs, sustainability bulletins, and similar activities.

Environmental training provided to our employees raises awareness on energy conservation and environmental sustainability, while also promoting awareness of

greenhouse gas emission reduction. Our training programs address energy and emissions topics and also cover waste reduction and segregation strategies, directly contributing to our environmental sustainability goals. In addition, all emission data is subject to third-party audits to ensure accuracy and reliability.

Within the framework of our environmental policy, various measures and processes have been implemented to minimize the environmental impacts that may arise from our operations.



Projects aimed at reducing greenhouse gas emissions are planned by the Occupational Safety and Environmental Management Department, while the teams under the Quality Assurance and Corporate Safety Department and the Facilities Maintenance and Administrative Affairs Department carry out these efforts in line with the ISO 50001 Energy Management System.

The assessment of potential environmental risks in our operations is supported by life cycle analysis, and preventive measures are taken accordingly. In this context, greenhouse gas emissions, chemical usage, and carbon reduction efforts are closely monitored, and actions are taken in compliance with regulations.

In line with our environmental management approach, regular emission measurements are conducted every two years, and emissions are monitored in accordance with the Regulation on the Control of Industrial Air Pollution. Additionally, environmental impacts are minimized by considering design criteria for stack heights and process exhaust systems.

Various technologies are used at our facilities to reduce negative impacts on the environment and employees. At the Atatürk Airport industrial wastewater treatment plant, pressurized misting systems have been installed to prevent the release of odors generated during the treatment of liquid waste. These systems use special chemicals (White Magic) to suppress odors and improve air quality. In addition, dust collection units have been activated in the structural repair workshops to control dust emissions.

As part of our efforts to combat noise pollution, noise control panels have been installed around the cooling systems of Hangar 1 at Atatürk Airport. All our equipment undergoes periodic maintenance, and noise levels are kept under control. In addition, indoor environmental measurements, including lighting, noise, thermal comfort, dust, and VOC (volatile organic compound) levels, are conducted at regular intervals in accordance with regulations to ensure a safe and healthy work environment.

Our company continues to develop innovative solutions and policies aligned with international standards to support environmental sustainability and reduce its carbon footprint. Our emission management processes are designed not only to meet today's needs but also to lay a solid foundation for a transition to a low-carbon economy in the future. With this determined, forward-looking approach, we are firmly committed to fulfilling our environmental, economic, and social responsibilities.

*The calculations included direct (Scope 1), energy indirect (Scope 2), and other indirect (Scope 3) emissions. The gases considered within scope were CO₂, CH₄, N₂O, NF₃, HFCs, PFCs, and SF₆. Emission factors used in the calculations were sourced from internationally recognized authorities such as the IPCC, DEFRA, and EPA. The Greenhouse Gas Protocol and ISO 14064-1 standards were followed throughout the process. The operational and financial control consolidation method was used in the emissions calculations, which also included upstream, downstream, and logistics-related indirect activities.

Waste Management and Circular Economy

Our waste management strategy aims to minimize the environmental, economic, and social impacts of our operations while contributing to the circular economy. By treating waste as a resource, we contribute to the economy and support the conservation of natural resources.

Our waste management policy aims to ensure the efficient use of energy and natural resources, increase recycling and reuse of waste, eliminate factors contributing to climate change, and prevent environmental pollution.

All waste generated from our operations is kept under control and sent to firms licensed by the relevant Ministry for recycling or disposal.

Waste Management and Practices

Waste generated from our company's operations results from chemicals, consumables, machinery, and equipment used during aircraft maintenance services that become unusable after servicing. To reduce the amount of chemicals used in aircraft maintenance services, a "component-based chemical" system is being implemented. Under this system, chemicals required for specific tasks are dispensed in designated "component chemical storage areas" in exact amounts, preventing excessive use.

Wooden and plastic pallets and crates from the supply chain are refurbished and reused, while plastic, metal, and paper-cardboard packaging waste is sent to contracted licensed facilities for recycling. Wooden crates used for transporting components and aircraft parts are repaired by the company's woodworking shop using damaged pallets and other unusable wooden materials, and then put back into service. This not only extends the lifespan of the wooden crates but also reduces the amount of wood

waste. In addition, wood shavings from the woodworking shop are used as absorbent material for waste hydraulic oil spills in aircraft maintenance processes, helping avoid the need to purchase new absorbent materials.

In line with this approach, an upcycling project was launched in August 2024 and successfully completed in December. In partnership with our in-house textile workshop, waste leather from replaced aircraft seats and surplus materials from new seat cover production were repurposed. The waste leather and fabric were sorted and processed, then transformed into practical and aesthetically pleasing products, such as bags, pencil cases, keychains, and vests, by the tailors employed in our textile workshop. The project aimed to reduce waste generation, promote efficient use of resources, and minimize greenhouse gas emissions by repurposing materials. The products from this project are planned to be utilized as part of social responsibility initiatives starting in 2025.

Hazardous waste is sent to companies licensed by the relevant Ministry for appropriate recovery, recycling, or disposal. Within the company, waste is separated by type in accordance with the Zero Waste Regulation, collected in color-coded bins, and transferred to temporary storage areas. At all company locations, waste is collected in separate bins in accordance with the color codes specified in the Zero Waste Regulation and transported to temporary storage areas. Waste held in these areas is stored in accordance with the timeframes set out in the Waste Management Regulation and is sent within the prescribed period to companies licensed by the relevant Ministry.

All of these processes are regularly monitored, and shipments to licensed re-

cycling companies are checked on a monthly basis. In this way, all waste management processes are conducted in compliance with regulations and structured in alignment with environmental sustainability goals.

Under material management, the disposal of waste and the environmental impact of inputs used is considered. Accordingly, in painting processes, biobased contents and masking covers made from recycled raw materials, which have low environmental impact, are preferred. These materials are heat-resistant and anti-static, and they do not contain plasticizers or heavy metals. By preventing paint waste during application, they support both resource efficiency and waste reduction. Environmentally friendly adhesive products that were previously used in packaging and surface protection processes are currently not in use due to supply constraints; however, they continue to be considered among sustainable alternatives.

Waste Control and Monitoring

Waste generation and disposal processes at our company are tracked through regular monitoring systems and updated through annual reporting. The accuracy of data is verified through internal audits to ensure the reliability of the reporting process. In waste management, disposal and recovery processes conducted through third-party contracts are regularly audited.

Circular Economy and Recycling

The recycling of electronic waste generated through company activities is also part of our circular economy strategy. Electronic waste brought from home by our employees and visitors is also included in the recovery process, creating economic value and contributing to

the Turkish Maarif Foundation's Technology Classroom Project. The **"E-Waste for Good"** project carried out under this scope received a bronze medal in the Green World Awards 2023.

Our company also evaluates the delivery of surplus food to animal feeding stations. Composting initiatives have been launched for organic waste, and a protocol is planned with municipal facilities.

Sustainable Waste Management Goal

Through all these practices, our company aims to minimize waste generation, increase recycling rates, and contribute to the circular economy. Effective waste management helps prevent environmental pollution, supports the fight against climate change, and contributes to the conservation of natural resources.

In addition, our company aims to reduce the environmental impacts of product use by adopting a zero-waste approach and continues to develop projects focused on recycling and reuse.

Water and Resource Management

Water and wastewater management are critically important to achieving our environmental sustainability goals. Our company aims to improve existing practices related to water conservation, efficient usage, and wastewater management, and to establish a comprehensive water management policy and water efficiency plan by 2025. In this context, we focus on reducing environmental impacts, optimizing water consumption, and ensuring sustainable water use.

In addition, concrete steps are being taken to identify potential air, water, and soil pollution resulting from our operations and to prevent, reduce, or eliminate these impacts at their source. Additionally, we prioritize the use of eco-friendly and bio-based materials to support our environmental sustainability goals. This two-pronged approach minimizes our environmental impact while reducing water consumption, effectively managing waste, and replacing materials used in our operations with environmentally friendly alternatives.

Water Consumption and Management



Various measures are implemented to reduce the impact of our water consumption. At the wide and narrow-body hangars in the A area of Istanbul Airport, the Energy Center building, and the location at SAW, rainwater harvesting systems are used to collect rainwater.

This practice reduces the use of mains water and contributes to the conservation of water resources. Newly constructed buildings are designed in line with rainwater harvesting criteria, supporting the company's commitment to sustainable water management.

Water use at our facilities is categorized into two types: **process water** and **domestic (sanitary) water**. While water is supplied from the municipal network at the ISL-2, IST, and SAW facilities, it is sourced from wells at the ISL-1 location.



The water used is subjected to necessary chemical and mechanical treatments at treatment plants and discharged into the infrastructure system in a controlled manner, in compliance with the discharge limits set by local authorities.

The quality of the treated water is regularly analyzed, and the results are reported to the relevant authorities. Throughout this process, water treatment efficiency is monitored through weekly samples and analyses.

In addition, the renovation of the clean water treatment and water softening system at the SAW facility in 2025 aims to improve water use efficiency and contribute to reducing our environmental impact.

At our **energy centers** cooling tower fans are operated based on efficiency criteria to reduce water consumption, and blowdown water is managed according to conductivity levels to minimize water loss.

In addition, water efficiency is supported through innovative solutions such as **waterless urinals** and **water-saving aerators**.

Wastewater Management

Wastewater generated from processes is treated at treatment facilities located in the D area of Istanbul Airport, at Atatürk Airport (ISL-1), and at Sabiha Gökçen Airport.



During the treatment process, wastewater undergoes chemical and biological treatment based on its characteristics, and the treated water is discharged into the infrastructure system in compliance with the discharge limits set by local authorities. Throughout the treatment process, continuous analyses are conducted at the entrance, process, and exit stages to ensure water quality, and the data from these analyses is regularly reported.

Protection of Water as a Shared Resource

Water is not only an input for our operations but also a shared natural resource that must be protected.



Our company evaluates water risks using the World Resources Institute's Aqueduct Water Risk Atlas to optimize water consumption in water-stressed regions and minimize our negative impacts on ecosystems.

In addition, potential impacts on water resources are analyzed as part of Environmental Impact Assessment (EIA) processes, and our facilities are located outside areas of high biodiversity sensitivity.

Water Quality Standards and Monitoring

Water quality and discharge processes are managed in accordance with the limits set by **İSKİ** and **iGA**. Free chlorine measurements are conducted daily at potable water tanks and end-use points, and necessary disinfection procedures are carried out. Water hardness is analyzed in closed-loop feedwater systems and cooling towers, and chemical

treatment programs are used to prevent corrosion and scaling. At critical water points, regular monthly sampling and analysis are conducted.

The management of **pollutants of concern** is critically important in wastewater discharge processes. Incoming wastewater is treated using appropriate chemical treatment methods and discharged below the relevant legal limits. Analyses conducted during this process are verified by authorized laboratories and reported, and necessary measures are taken in response to any non-compliance.

Monitoring, Tracking, and Future Plans



Water consumption and wastewater management processes are monitored on a monthly basis and reported annually.

Data is collected through direct measurements, and water management reports are continuously updated. As of 2025, there are plans to set specific targets for water consumption and wastewater management. These targets will be developed in line with the local context of water-stressed regions and structured to support the sustainable cycle of water.

The protection and efficient use of water resources and wastewater management are key pillars of our operational contribution to environmental sustainability. Our future goals will be reinforced through innovative solutions focused on water conservation and effective monitoring mechanisms.





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Performance Indicators

Economic Performance Indicators

Generated and Distributed Direct Economic Value	2022	2023	2024
Generated Direct Economic Value (thousand USD)	1,417,030	1,830,195	2,188,022
Distributed Economic Value (thousand USD)	1,315,693	1,676,012	2,076,963
Retained Economic Value (Generated – Distributed Economic Value) (thousand USD)	101,337	154,183	111,059
Financial Assistance Received from the Government (TRY)	393,515,562	500,809,139	1,258,461,331
Tax Exemptions (TRY)	417,352,904	923,207,350	1,519,795,490
Total Donations (TRY)	332,482	3,476,017	-

Local Suppliers	2022	2023	2024
Percentage of Local Suppliers	41.69%	50.00%	40.66%
Percentage of Procurement Budget Allocated to Local Suppliers	13.33%	33.64%	11.26%

Customer Satisfaction	2022	2023	2024
Customer Satisfaction Rate	85%	84%	✔87%

✔This has been subject to limited assurance by an Independent Audit Organisation.

Social Performance Indicators

Number of Employees	2022	2023	2024
Total Number of Employees	9,318	10,522	11,502
Women	633	741	865
Men	8,685	9,781	10,637
<30	3,406	4,084	4,645
30-50	5,662	6,115	6,530
>50	250	323	327
Percentage of Women Employed Across the Organization	6.79%	7.04%	7.61%
Percentage of Women in Senior Management Positions*	3.64%	4.17%	3.36%
Report on the Percentage of Women on the Company's Board of Directors	16.67%	16.67%	16.67%
Average Unadjusted Gender Pay Gap (%)	0	0	0
Ratio of the Annual Total Compensation of the Highest-Paid Employee to the Median Annual Total Compensation of All Employees	7.20	8.35	11.54
Number of Employees with Disabilities	201	202	196
Percentage of Employees from Vulnerable Groups Across the Organization	2.16%	1.91%	1.76%

Social Performance Indicators

Number of Employees by Workforce Category	2022	2023	2024
Number of White-Collar Employees	2,553	2,650	2,809
Women	460	495	528
Men	2,093	2,155	2,281
Number of Blue-Collar Employees	6,765	7,872	8,693
Women	173	246	337
Men	6,592	7,626	8,356

Number of Employees by Education Level	2022	2023	2024
Primary School	13	7	5
High School	1,188	1,223	1,205
Vocational School	2,160	2,568	2,821
University	5,420	6,176	6,864
Master's Degree	524	537	594
Doctorate	13	11	15

Technician/Supervisor Breakdown by Certification Status	2022	2023	2024
Certified	67	79	84
Non-Certified	338	356	366

Number of New Hires	2022	2023	2024
Women	75	157	151
Men	710	1,517	1,264
<30	639	1,529	1,358
30-50	146	144	56
>50	0	1	1
Total	785	1,674	1,415

Number of Employees Departing	2022	2023	2024
Women	31	81	90
Men	254	411	507
<30	80	146	267
30-50	124	313	254
>50	81	33	76
Total	285	492	597

Social Performance Indicators

Employee Turnover Rate	2022	2023	2024
Women	5.14%	11.79%	8.95%
Men	3.00%	4.45%	4.19%
<30	2.34%	3.90%	5.58%
30-50	2.30%	5.20%	3.27%
>50	32.40%	13.96%	15.02%
Total	3.15%	4.96%	4.54%

Parental Leave	2022	2023	2024
Number of Employees Entitled to Parental Leave	9,318	10,522	11,502
Women	633	741	865
Men	8,685	9,781	10,637
Number of Employees Who Took Parental Leave	638	685	661
Women	115	146	133
Men	523	539	528
Number of Employees Who Returned to Work After Parental Leave	638	685	661
Women	115	146	133
Men	523	539	528
Number of Employees Who Returned from Parental Leave and Were Still Employed 12 Months Later	638	685	661
Women	115	146	133
Men	523	539	528
Return Rate of Employees Who Took Parental Leave	100%	100%	100%
Women	100%	100%	100%
Men	100%	100%	100%
Retention Rate of Employees Who Took Parental Leave	100%	100%	100%
Women	100%	100%	100%
Men	100%	100%	100%

Social Performance Indicators

Work-Related Injuries – for Direct Workforce	2022	2023	2024
Number of Work-Related Fatalities	0	0	0
Number of High-Importance Work-Related Injuries	2	0	0
Accident Frequency Rate (AFR)	12.76	11.27	🟢9.84
Accident Severity Rate (ASR)	45.27	49.93	36.23
Number of Recordable Work-Related Injuries	305	292	286
Lost Time Injury Frequency Rate for Direct Workforce*	4.10	3.94	3.72
Lost Time Injury Severity Rate for Direct Workforce**	0.045	0.050	0.036

Work-Related Injuries – for Subcontracted Employees	2022	2023	2024
Number of Work-Related Fatalities	0	0	0
Number of High-Importance Work-Related Injuries	0	0	0
Number of Recordable Work-Related Injuries	148	176	189
Rate of Recordable Work-Related Injuries	26.74	29.26	17.86

*Total Number of Lost Time Incidents x 1,000,000 / Total Hours Worked Company-Wide

**Number of Days Lost Due to Injuries x 1,000 / Total Hours Worked

🟢This has been subject to limited assurance by an Independent Audit Organisation.

Occupational Health and Safety	2022	2023	2024
Percentage of Operational Facilities Subject to Occupational Health and Safety Risk Assessments	100%	100%	100%
Percentage of Total Workforce Represented in Occupational Health and Safety Committees Across All Locations	100%	100%	100%
Percentage of Employees Covered by Collective Bargaining Agreements*	97.72%	96.14%	96.72%
Percentage of Employees Receiving Regular Performance and Career Development Reviews	22.00%	22.24%	23.00%
Percentage of Employees Trained on Job-Related Skills	22.00%	22.24%	23.00%
Percentage of Employees Trained on Discrimination and Harassment	84.31%	88.42%	84.90%
Percentage of Operations Certified under ISO 45001 Management System**	95.20%	95.60%	95.30%
Total Hours Worked	15,583,280	17,078,576	19,026,971
Number of Days Lost Due to Work-Related Injuries, Fatalities, and Illnesses	1,082	1,294	1,053
Number of Work-Related Accidents	305	292	286

*The ratio of unionized employees to the total number of employees is provided.

**Only the locations in Istanbul are included in the scope. The number of employees in Istanbul is divided by the total number of employees.

Social Performance Indicators

Training	2022	2023	2024
Total Training Cost (USD)	930,599	908,936	819,284
Total Training Hours	420,191	581,261	645,905
Total Training Hours Provided to Women Employees	29,413	40,688	45,213
Total Training Hours Provided to Men Employees	390,778	540,573	600,692
Total Training Hours Provided to Senior Management*	182	240	258
Total Training Hours Provided to Mid-Level Management**	2,098	6,021	3,960
Percentage of Employees Trained on Environmental Topics	35%	38%	43%
Average Training Hours per Employee***	46	55	30
Percentage of Employees Trained on Business Ethics	84%	88%	85%
Number of Work-Related Accidents	305	292	286

*The General Manager and Assistant General Managers are defined as Senior Management.

**Directors and department heads are defined as middle management.

***Online training is not included.

Training	2022	2023	2024
Business Ethics			
Percentage of Facilities with ISO 27001 Certification	100%	100%	100%
Number of Reports Related to Whistleblowing Procedure	216	382	526
Number of Confirmed Corruption Incidents	0	0	0
Number of Confirmed Information Security Incidents	1	3	2
Total Number of Participants in Ethics Committee and Code of Ethics Training	8,584	884	✅1,243
Other Key Performance Indicators Related to Ethics ****	0	0	2
Number of Employees Evaluated Through Performance Reviews			
Women	382	440	474
Men	1,640	2,005	2,145
Total	2,022	2,445	2,619

****For reports submitted through the grievance mechanism, employees who do not opt for anonymity receive confirmation that their report has been received, and if further details are needed, a follow-up is provided within 2 business days.

✅This has been subject to limited assurance by an Independent Audit Organisation.

Environmental Performance Indicators

Energy Consumption	2022	2023	2024
Non-Renewable Energy Consumption (MWh)	135,257	124,181	110,415
Total Renewable Energy Consumption (MWh)	40	145	99
Total Energy Consumption (MWh)	135,297	124,326	110,514
Percentage of Total Energy Consumption from Renewable Sources (%)	0.03%	0.10%	0.09%
Percentage of Grid Electricity (%)	100%	100%	100%
Energy Intensity	2,098	6,021	3,960
Energy Consumption Intensity*	22.16	18.73	✔17.79
Percentage of Operational Facilities with an Environmental Certification**	95.20%	95.60%	95.31%
Percentage of Operational Facilities Assessed for Specific Environmental Risks	100%	100%	100%
Other Metrics Related to the Implementation of Specific Environmental Actions Across All Company Operations ***	100%	100%	100%

Energy Consumption by Purpose of Use (MWh)	2022	2023	2024
Electricity Consumption	82,689	85,876	96,802
Consumption for Heating	4,059	4,832	7,226
Consumption for Cooling	8,929	10,630	8,848
Steam Consumption	157	188	173

* Electricity and natural gas consumption are included. The denominator is specified as the number of employees. The unit is expressed as MWh per employee.

** Only includes Istanbul locations. It is calculated by dividing the number of employees at the Istanbul locations by the total number of employees.

*** Covers all environmental activities not listed in the table, primarily including environmental permits, emission measurements, waste management requirements, and regulatory obligations.

✔This has been subject to limited assurance by an Independent Audit Organisation.

Energy Consumption by Fuel Type (MWh)	2022	2023	2024
Natural Gas	123,807	111,228	105,480
Diesel Fuel	9,760	12,453	4,844
Gasoline	169	221	92

Water Consumption (m³)	2022	2023	2024
Total Water Withdrawn	362,200	376,410	488,330
Surface Water*	18,020	21,950	14,090
Groundwater	39,980	53,300	62,800
Water Withdrawn from Mains Supply	315,720	315,220	411,440
Total Water Discharged	289,760	255,960	360,140
Total Water Consumption	72,441	120,452	128,190
Total Amount of Water Recycled and Reused	18,020	21,950	14,090

*Rainwater consumption is also included under surface water.

Environmental Performance Indicators

Scope 1 (tCO ₂)	2022	2023	2024
Stationary Combustion	-	22,366.19	29,950.85
Mobile Combustion	-	3,245.22	3,970.37
Fugitive Emissions	-	5,784.22	1,761.23
Total Gross Scope 1 Greenhouse Gas Emissions	-	31,395.63	35,675.29

Scope 2 (tCO ₂)	2022	2023	2024
Total Gross Scope 2 Greenhouse Gas Emissions (Location-Based)	-	47,284.16	42,926.60
Total Gross Scope 2 Greenhouse Gas Emissions (Market-Based)	-	47,284.16	36,933.53

Scope 3 (tCO ₂)	2022	2023	2024
Purchased Goods and Services	-	232,414.00	169,733.75
Capital Goods	-	5,914.61	36,006.55
Fuel and Energy-Related Activities (Not Included in Scope 1 or Scope 2)	-	8,893.59	8,009.81
Upstream Transportation and Distribution	-	3,354.53	10,632.69
Waste Generated in Operations	-	239.40	87.69
Business Travel	-	70,570.34	396.91
Employee Commuting	-	7,299.90	10,246.29
Downstream Transportation and Distribution	-	0	8,152.57
Processing of Sold Products	-	0	0
Use of Sold Products	-	0	0
End-of-Life Treatment of Sold Products	-	0	0
Total Scope 3 Greenhouse Gas Emissions	-	328,686.37	243,266.26

Emissions (tCO ₂)	2022	2023	2024
Scope 3 Total Gross Greenhouse Gas Emissions from Upstream Activities	-	250,815.90	224,470.49
Scope 3 Total Gross Greenhouse Gas Emissions from Downstream Activities	-	0	8,152.57
Greenhouse Gas Emissions Intensity Ratio *	-	38,66	28,20

*The total carbon footprint data was obtained by dividing the annual total by the number of full-time employees for the relevant year. For 2024, this intensity was calculated as 28.20 based on the location-based approach and 27.60 based on the market-based approach.

Environmental Performance Indicators

Amount of Hazardous Waste by Location (Metric Tons)	2022	2023	2024
ESB	22	19	25
ISL-1	94	476	311
ISL-2	120	98	249
IST	241	219	1,371
SAW	394	458	980
Total	870	1,270	2,936

Amount of Non-Hazardous Waste by Location (Metric Tons)	2022	2023	2024
ESB	9	9	7
ISL-1	227	192	687
ISL-2	73	105	47
IST	161	164	550
SAW	104	69	242
Total	573	538	1,534

Waste (Metric Tons)	2022	2023	2024
Total Waste Amount	1,444	1,809	4,470
Total Weight of Hazardous Waste	870	1,270	2,936
Total Weight of Non-Hazardous Waste	573	538	1,534
Total Weight of Recovered Waste	1,419	1,784	4,020
Total Weight of Recycled Input Materials	1,414	1,401	✔3,570
Total Percentage of Waste from Company Operations Diverted from Landfill	98%	99%	80%

✔This has been subject to limited assurance by an Independent Audit Organisation.

Reporting Guide

Turkish Technic 2023-2024 Sustainability Report – Reporting Guide

This reporting guide ("Guide") provides information on the preparation, calculation, and reporting methodologies of the indicators included in the limited assurance scope of Turkish Technic's 2023–2024 Sustainability Report.

These indicators cover social and environmental indicators. It is the responsibility of the Company's management to ensure that appropriate procedures are applied to prepare these indicators in accordance with the Guide, in all material respects.

The information in this Guide pertains to the fiscal year ending on December 31, 2024, and covers operations conducted at locations under Turkish Technic's responsibility (unless otherwise specified), as detailed in the "Key Definitions and Reporting Scope" section.

General Reporting Principles

The following principles have been taken into account in the preparation of this guide document:

- In the preparation of information, emphasizing the principles of convenience and reliability for the users of the information.
- In the reporting of information, emphasizing the principles of comparability/consistency with data from previous years and clarity/transparency for users.
- In reporting information, including the previous year, emphasize the principles of comparability / consistency of information with other data and,

the principles of comprehensibility / transparency that provide clarity to users.

Key Definitions and Reporting Scope

For the purposes of this report, Turkish Technic makes the following definitions:

Environmental Indicators

Energy Consumption by Fuel Type

- Total Energy Consumption (GJ)

Refers to Turkish Technic's total energy consumption during the reporting period. Total energy consumption calculations include electricity and natural gas consumption. Electricity consumption is initially calculated in kWh and then converted to gigajoules using the conversion factor 1 kWh = 0.0036 GJ.

- Electricity (MWh)

Refers to the amount of grid electricity consumption, measured in megawatt-hours, tracked through invoices at Turkish Technic's locations during the reporting period.

- Natural Gas Consumption (m³)

Refers to the amount of natural gas, measured in cubic meters, consumed for heating purposes at Turkish Technic's locations during the reporting period, as tracked through invoices from service providers.

Waste Types and Quantities (tons)

- Total Recycled Waste Quantity (tons)

Refers to the total amount of hazardous and non-hazardous waste, measured in tons, sent to Ministry-licensed recycling facilities during the reporting period,

as tracked through the Ministry of Environment, Urbanization, and Climate Change's online system, MoTAT (Mobile Waste Tracking System).

- Recycled Non-Hazardous Waste Quantity (tons)

Refers to the total amount of non-hazardous waste, measured in tons, sent to Ministry-licensed recycling facilities during the reporting period, as tracked through the MoTAT system.

- Recycled Hazardous Waste Quantity (tons)

Refers to the total amount of hazardous waste, measured in tons, generated from operations at Turkish Technic's locations and sent to Ministry-licensed recycling facilities during the reporting period, as tracked through the MoTAT system.

Social Indicators

- Total Number of Employees (#)

Refers to the total number of female and male employees, tracked through Turkish Technic's Human Resources data platform, who have completed their onboarding process during the reporting period. (Intern employees are not included in the total employee count.)

Type of Training-Related Indicators

- Total Number of Participants in Ethics Principles/Business Ethics Training (#)

Refers to the total number of participants in ethics principles/business ethics training, tracked through Turkish Technic's training platform, during the reporting period.

Other Indicators

- Customer Satisfaction Score

Refers to the average of survey results conducted to measure the satisfaction levels of Turkish Technic's customers regarding the services provided during the reporting period.

Occupational Health and Safety (OHS) Data by Employment Type and Gender

- Incident Frequency Rate

Refers to the frequency of incidents classified as workplace accidents during the reporting period, relative to the total working hours, categorized by direct employment or contractor firms, and by female/male employees.

- Lost Day Rate

Refers to the impact of incidents classified as workplace accidents during the reporting period, measured in terms of lost days relative to total working hours, categorized by direct employment or contractor firms, and by female/male employees.

Reporting Guide

Data Preparation

1. Environmental Indicators

Energy Consumption by Fuel Type:

Natural Gas – Fixed Combustion Formula:

$[\text{Consumption Data (sm}^3\text{)} * 10.64 \text{ kWh/sm}^3 * 0.0036 \text{ GJ/kWh} = \text{Activity Data (GJ)}]$

Purchased Electricity Formula:

$[\text{Consumption Data (kWh)} * 0.0036 \text{ GJ/kWh} = \text{Activity Data (GJ)}]$

Recycled Waste Quantity – Total (tons)

Formula:

$\text{Total Recycled Waste Quantity (tons)} = \text{Recycled Hazardous Waste (tons)} + \text{Recycled Non-Hazardous Waste (tons)}$

2. Social Indicators

Lost Day Rate (LDR)

Formula:

$(\text{Number of Lost Days} * 1,000) / (\text{Total Working Hours})$

Incident Frequency Rate (IR)

Formula:

$\text{Incident Frequency Rate} = (\text{Total Number of Incidents} * 1,000,000) / (\text{Total Working Hours})$

Restatement of Opinion

The measurement and reporting of verified data inevitably involve a degree of estimation. In cases where there is a change of more than 5% in the data at the Turkish Technic level, a restatement of opinion may be considered.

Statement of Limited Assurance



Limited Assurance Report to the Board of Directors of Türk Hava Yolları Teknik A.Ş.

We have been engaged by the Board of Directors of Türk Hava Yolları Teknik A.Ş. (the “Company”) to perform a limited assurance engagement in respect of the Selected Sustainability Information (the “Selected Information”) stated in the Türk Hava Yolları Teknik A.Ş. 2024 Sustainability Report (the “2024 Sustainability Report”) for the year ended 31 December 2024 and listed below.

Selected Information

The scope of the Selected Information for the year ended 31 December 2024, which is subject to our limited assurance work, set out in the pages 113, 139, 145, 148, 149 and 154 of the 2024 Sustainability Report with the sign “” is summarized below:

- Accident Frequency Rate (by 1,000,000 Working Hours)
- Energy Consumption Intensity (mWh/employee)
- Customer Satisfaction Rate (%)
- Recycled Waste Quantity (tons)
- Total Number of Participants in Ethics Committee and Code of Ethics Training (#)

Our assurance was with respect to the Selected Information marked with “” in the 2024 Sustainability Report, and we have not performed any procedures with respect to earlier periods or any information other than Selected Information marked with “” in the 2024 Sustainability Report and, any other elements included in the 2024 Sustainability Report and, therefore, do not express any conclusion thereon.

Criteria

The criteria used by the Company to prepare the Selected Information is set out in section Türk Hava Yolları Teknik A.Ş. 2024 Sustainability Report-Reporting Principles (the “Reporting Principles”) on pages between 155 and 157 of the 2024 Sustainability Report.

The Company’s Responsibility

The Company is responsible for the content of the 2024 Sustainability Report and the preparation of the Selected Information in accordance with the Reporting Principles. 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.

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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 Principles.

In particular, the conversion of different energy measures to megawatt-hour (MWh) and energy used to carbon emissions is based upon, inter alia, information and factors generated internally and/or derived by independent third parties as explained in the Reporting Principles. Our assurance work did not include examination of the derivation of those factors and other third-party information.

Our Independence and Quality Management

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 Management 1 and accordingly maintains a comprehensive system of quality management 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 limited assurance, 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 Principles. 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 (Revised). 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 Company 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 Company's Selected Information for the year ended 31 December 2024, is not properly prepared, in all material respects, in accordance with the Reporting Principles.

Restriction of use

This report, including the conclusion, has been prepared for the Board of Directors of the Türk Hava Yolları Teknik A.Ş. as a body, to assist the Board of Directors in reporting Türk Hava Yolları Teknik A.Ş.'s performance and activities related to the Selected Information. We permit the disclosure of this report within the 2024 Sustainability Report for the year ended 31 December 2024, 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 Teknik A.Ş. as a body and Türk Hava Yolları Teknik A.Ş. 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.


Ali Yörük, SMMM
Independent Auditor

Istanbul, 25 September 2025

GRI Content Index

Content Index – Essential Services, GRI Services has verified that the GRI Content Index is in accordance with the reporting requirements of the GRI Standards and that the information presented within the index is clearly disclosed and readily accessible to stakeholders. This assurance was conducted based on the Turkish version of the report.

Statement of use

Türk Hava Yolları Teknik A.Ş. has reported in accordance with the GRI Standards for the period 1 January 2023– 31 December 2024.

GRI 1 used

GRI 1: Foundation 2021



GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/REASONS OF OMISSION
GRI 2: General Disclosures 2021	2-1 Organizational details	About the Report, Our Operations	3, 19	
	2-2 Entities included in the organization's sustainability reporting	About the Report	3	
	2-3 Reporting period, frequency and contact point	About the Report	3	
	2-4 Restatements of information			This information is not available as the current report is the organization's first sustainability report.
	2-5 External assurance	About the Report, Independent Assurance Statement	3, 158-160	
	2-6 Activities, value chain and other business relationships	Our Operations, Corporate Memberships and Partnerships, Responsible Supply Chain Management	19-22, 33-34, 67-70	
	2-7 Employees	Human-focused Approach	87-88	
	2-8 Workers who are not employees	Human-focused Approach	87-88	
	2-9 Governance structure and composition	Shareholding Structure and Subsidiaries, Corporate Governance	17-18, 39-46	
	2-10 Nomination and selection of the highest governance body	Corporate Governance	39	
	2-11 Chair of the highest governance body	Corporate Governance	39-40	
	2-12 Role of the highest governance body in overseeing the management of impacts	Our Approach to Sustainability Management	27-28	
	2-13 Delegation of responsibility for managing impacts	Our Approach to Sustainability Management	27-28	

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/REASONS OF OMISSION
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	Our Approach to Sustainability Management	27-28	
	2-15 Conflicts of interest	Business Ethics and Legal Compliance	52-53	
	2-16 Communication of critical concerns	Proactive Risk and Crisis Management	61-62	
	2-17 Collective knowledge of the highest governance body	Corporate Governance	39	
	2-18 Evaluation of the performance of the highest governance body			Application limitations: Such practice does not exist within our company.
	2-19 Remuneration policies	Our Compensation Policy	109	
	2-20 Process to determine remuneration	Our Compensation Policy	109	
	2-21 Annual total compensation ratio	Our Compensation Policy	109	
	2-22 Statement on sustainable development strategy	Message from the Chairman	5-8	
	2-23 Policy commitments	Integrated Management Systems and Certifications, Human-focused Approach	62-63, 88	
	2-24 Embedding policy commitments	Integrated Management Systems and Certifications, Employee Well-being & Development	62-63, 101-102	
	2-25 Processes to remediate negative impacts	Internal Control and Audit Initiatives	59-60	
	2-26 Mechanisms for seeking advice and raising concerns	Business Ethics and Legal Compliance	52-54	
	2-27 Compliance with laws and regulations			During the reporting period, no cases of non-compliance, violations, or other reportable situations were identified.
	2-28 Membership associations	Corporate Memberships and Partnerships	33-34	
	2-29 Approach to stakeholder engagement	Stakeholder Communication	29-32	
	2-30 Collective bargaining agreements	Employee Well-being & Development	101-102	

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/REASONS OF OMISSION
MATERIAL TOPICS				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Analysis	34-36	
	3-2 List of material topics	Materiality Ranking	35	
Economic Performance				
GRI 3: Material Topics 2021	3-3 Management of material topics	Economic Performance	73-74	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Performance, Economic Performance Indicators	73-74, 139	
	201-2 Financial implications and other risks and opportunities due to climate change	Economic Performance	74	
	201-4 Financial assistance received from government	Economic Performance Indicators	139	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Employee Well-being & Development	109	
Responsible Supply Chain Management				
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Supply Chain Management	67-70	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Responsible Supply Chain Management, Economic Performance, Economic Performance Indicators	67, 73, 139	
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	Responsible Supply Chain Management	67-68	
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	Responsible Supply Chain Management	69-70	
Business Ethics and Legal Compliance				
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Ethics and Legal Compliance	52-58	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Business Ethics and Legal Compliance, Social Performance Indicators	52-58, 147	
	205-2 Communication and training about anti-corruption policies and procedures	Business Ethics and Legal Compliance, Social Performance Indicators	52-58, 147	
	205-3 Confirmed incidents of corruption and actions taken	Business Ethics and Legal Compliance, Social Performance Indicators	55, 147	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Business Ethics and Legal Compliance	52-58	

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/REASONS OF OMISSION
Business Ethics and Legal Compliance				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Business Ethics and Legal Compliance	56-58	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Business Ethics and Legal Compliance	56-58	
Energy and Emission Management				
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy and Emission Management	125-130	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy and Emission Management, Environmental Performance Indicators	125-128, 149	
	302-2 Energy consumption outside of the organization	Energy and Emission Management, Environmental Performance Indicators	125-128, 149	
	302-3 Energy intensity	Environmental Performance Indicators	149	
	302-4 Reduction of energy consumption	Energy and Emission Management, Environmental Performance Indicators	125-128, 149	
	302-5 Reductions in energy requirements of products and services	Energy and Emission Management	125-128	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Energy and Emission Management, Environmental Performance Indicators	129-130, 151	
	305-2 Energy indirect (Scope 2) GHG emissions	Energy and Emission Management, Environmental Performance Indicators	129-130, 151	
	305-3 Other indirect (Scope 3) GHG emissions	Energy and Emission Management, Environmental Performance Indicators	129-130, 152	
	305-4 GHG emissions intensity	Environmental Performance Indicators	152	
	305-5 Reduction of GHG emissions	Energy and Emission Management, Environmental Performance Indicators	129-130, 151-152	
	305-6 Emissions of ozone-depleting substances (ODS)	Energy and Emission Management	129-130, 151-152	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Energy and Emission Management	151-152	
Water and Resource Management				
GRI 3: Material Topics 2021	3-3 Management of material topics	Water and Resource Management	133-135	

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/REASONS OF OMISSION
Water and Resource Management				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water and Resource Management	133-135	
	303-2 Management of water discharge-related impacts	Water and Resource Management	133-135	
	303-3 Water withdrawal	Water and Resource Management, Environmental Performance Indicators	133-135, 150	
	303-4 Water discharge	Water and Resource Management, Environmental Performance Indicators	133-135, 150	
	303-5 Water consumption	Water and Resource Management, Environmental Performance Indicators	133-135, 150	
Waste Management and Circular Economy				
GRI 3: Material Topics 2021	3-3 Management of material topics	Waste Management and Circular Economy	131-132	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management and Circular Economy	131-132	
	306-2 Management of significant waste-related impacts	Waste Management and Circular Economy	131-132	
	306-3 Waste generated	Environmental Performance Indicators	153-154	
	306-4 Waste diverted from disposal	Environmental Performance Indicators	154	
	306-5 Waste directed to disposal	Environmental Performance Indicators	154	
Employee Well-being & Development				
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Well-being & Development	101-109	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Social Performance Indicators	142	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Well-being & Development	102-104	
	401-3 Parental leave	Employee Well-being & Development, Social Performance Indicators	102-103, 144	

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/REASONS OF OMISSION
Employee Well-being & Development				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Social Performance Indicators	147	
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Well-being & Development	104-108	
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Well-being & Development, Social Performance Indicators	104, 146	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Responsible Supply Chain Management, Employee Well-being & Development	69, 101-102	
Employee Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Health and Safety	89-100	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Employee Health and Safety	89-100	
	403-2 Hazard identification, risk assessment, and incident investigation	Employee Health and Safety	96-100	
	403-3 Occupational health services	Employee Health and Safety	89-100	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Employee Health and Safety	89-91	
	403-5 Worker training on occupational health and safety	Employee Health and Safety	99-100	
	403-6 Promotion of worker health	Employee Health and Safety	89-100	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Health and Safety	89-100	
	403-8 Workers covered by an occupational health and safety management system	Employee Health and Safety, Social Performance Indicators	89-100, 146	
	403-9 Work-related injuries	Employee Health and Safety, Social Performance Indicators	98-99, 145	
	403-10 Work-related ill health	Employee Health and Safety, Social Performance Indicators	98-99, 145	

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/REASONS OF OMISSION
Inclusion and Equal Opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	Inclusion and Equal Opportunity	110-112	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Human-focused Approach, Inclusion and Equal Opportunity, Social Performance Indicators	87-88, 110-112, 140-141	
	405-2 Ratio of basic salary and remuneration of women to men	Employee Well-being & Development, Social Performance Indicators	109, 140	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Inclusion and Equal Opportunity	112	
Cybersecurity and Data Privacy				
GRI 3: Material Topics 2021	3-3 Management of material topics	Cybersecurity and Data Privacy	63-66	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity and Data Privacy	66	
Aviation Safety and Operational Reliability				
GRI 3: Material Topics 2021	3-3 Management of material topics	Aviation Safety and Operational Reliability	75-76	
Digital Transformation & Innovation				
GRI 3: Material Topics 2021	3-3 Management of material topics	Digital Transformation & Innovation	76-84	
Customer Satisfaction				
GRI 3: Material Topics 2021	3-3 Management of material topics	Customer Satisfaction	112-114	
Community Relations and Social Responsibility				
GRI 3: Material Topics 2021	3-3 Management of material topics	Community Relations and Social Responsibility	115-122	

Company Contact Information

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Legal Disclaimer

The Turkish Technic Sustainability Report (the "Report") has been prepared by Türk Hava Yolları Teknik A.Ş. ("Turkish Technic") in accordance with the GRI (Global Reporting Initiative) Standards.

All information and opinions included in this report, which does not claim to be exhaustive, have been provided by Turkish Technic, and the report has been prepared for informational purposes only.

As of the date of preparation, all information and related documents contained in this report are believed to be accurate,

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TURKISH TECHNIC