

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



1 JANUARY – 30 SEPTEMBER 2023

BOARD's ACTIVITY REPORT

WIDEN YOUR WORLD

**TURKISH
AIRLINES** 

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

TABLE OF CONTENTS

1. INDUSTRY DEVELOPMENTS.....	3
2. FIELD OF ACTIVITY, CAPITAL STRUCTURE AND SUBSIDIARIES	4
3. ORGANIZATIONAL STRUCTURE.....	9
4. BOARD OF DIRECTORS AND COMMITTEES	11
5. SENIOR MANAGEMENT.....	12
6. HUMAN RESOURCES	12
7. DEVELOPMENTS WITHIN THE INCORPORATION.....	13
8. TRAFFIC RESULTS	20
9. FLEET	22
10. FINANCIAL SITUATION	22
11. INVESTMENTS, INCENTIVES AND INVESTMENT POLICIES.....	23
12. PROJECTIONS ABOUT THE INCORPORATION	25
13. OTHER INFORMATION	26

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

1. INDUSTRY DEVELOPMENTS

Despite the challenging operating environment in the aviation industry, Turkish Airlines continued its operations uninterrupted, thanks to its operational agility and highly qualified workforce maintained during the pandemic. In the first nine months of 2023, our Incorporation continued to grow, carrying 64 million passengers, exceeding the passenger count of the same period in 2019 by 13%. According to data published by airline data provider OAG while the global international passenger capacity in the first nine months of 2023 remained 13% behind that of 2019, Turkish Airlines surpassed its 2019 international passenger capacity by 27%, becoming one of the leading airlines in the sector. Moreover, as per the data from the European Organization for the Safety of Air Navigation (Eurocontrol), Turkish Airlines was the most frequent flyer among network carriers in Europe during the first nine months of 2023. In addition to operational success, Turkish Airlines continues to be at the forefront with its unique passenger experience, being awarded the “World Class” award for the third time by the Airline Passenger Experience Association (APEX) and the “Europe’s Best Airline” award for the eighth time by the international air transport rating organization, Skytrax.

As Türkiye’s national flag carrier, our Incorporation maintains its belief that we can collectively overcome the impacts of the largest earthquake disaster in our country's history. To support the region, humanitarian flights from both domestic and international locations were conducted free of charge for evacuation purposes, as well as to transport search and rescue teams, equipment and necessary aid materials. Between February 6 and May 31, 2023, 433,000 citizens, search and rescue teams were transported to the region. Additionally, 430,000 citizens were evacuated, and 36,000 tons of aid materials were sent to the disaster areas. Alongside a cash donation of 2 billion TL for the needs of the region, preparations began in coordination with our country's authorized institutions and organizations for building a Turkish Airlines residential area project comprising 1,000 houses to be established in the region. Furthermore, 1,000 individuals affected by the earthquake have been employed by our growing Incorporation, integrating them into the Turkish Airlines family.

Turkish Airlines aims to increase its international recognition and contribute to Türkiye’s tourism by expanding its extensive flight network through cooperation with foreign airlines. In line with these goals, our Incorporation signed collaboration agreements with China Eastern, Thai Airway and Indigo to strengthen its presence in the Far East region.

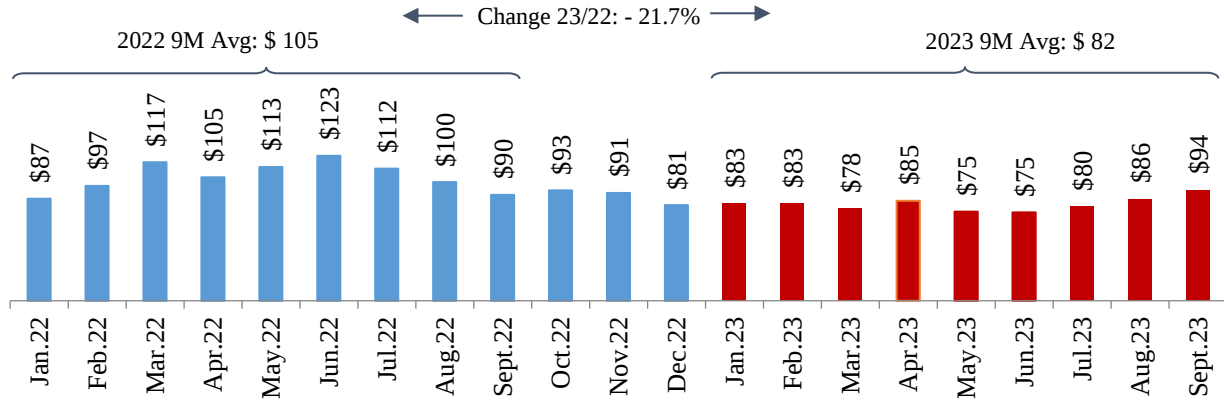
In the beginning of 2023, our Incorporation announced its 2033 strategic goals to the public, embracing a road map that transforms the post-pandemic recovery momentum into stable growth. This vision, aimed at generating high value for all stakeholders, demonstrates our determination to continue leading the sector by setting goals for doubling fleet and passenger numbers, achieving excellence in passenger experience, and focusing on digitalization and sustainability. By 2033, our Incorporation aims to increase its aircraft count to over 800, carry over 170 million passengers, and achieve revenues exceeding 50 billion USD.

Through SMARTIST, our high-tech mega cargo center at Istanbul Airport, one of the world’s largest hubs, and the unique breadth of Turkish Airlines' flight network, Turkish Cargo aims to further solidify its position among the world’s leading air cargo brands. According to data published by the International Air Transport Association (IATA), Turkish Cargo achieved the status of being one of the top three air cargo carriers globally in terms of freight ton kilometers transported in August.

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

The development of jet fuel prices, a major cost factor in the aviation industry, is shown in the table below.

Brent Price per Barrel (Monthly Average)



Source: U.S. Energy Information Administration

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

FUEL PRICE ANALYSIS	2019	2020	2021	2022	9M'22	9M'23
Fuel Expenses (Million \$)	3,873	1,638	2,756	6,467	4,886	4,545
Fuel Consumption (000 Tons)	5,525	2,803	4,156	5,653	4,232	4,783
Average Unit Cost (\$/Tons)	701	584	663	1,144	1,154	950
Average Change of Unit Cost (%)	-2%	-17%	13%	73%	%1	-%18
Fuel Expense Share in Operational Expenses (%)	31%	23%	29%	41%	%47	%39

2. FIELD OF ACTIVITY, CAPITAL STRUCTURE AND SUBSIDIARIES

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

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

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

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

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

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

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

The Group has 11 subsidiaries (direct and direct participated) as of September 30, 2023. The table below sets out the consolidated subsidiaries and participation rates of the Group in these:

<u>Name of the Company</u>	<u>Field of Activity</u>	<u>Participation Rate</u>	<u>Country of Registration</u>
Turkish Technic Inc.	Aircraft Maintenance Service	100%	Türkiye
Flight Training and Airport Operations Inc.	Flight Training and Airport Operations	100%	Türkiye
Turkish Airlines International Investment and Transport Inc.	Transportation and Investment	100%	Türkiye
Turkish Airlines Technology Inc.	Information and Technology	100%	Türkiye
THY Air Cargo Transport Inc.	Cargo Transportation	100%	Türkiye
Turkish Cabin Interior Systems Inc.	Cabin Interior Products	80%	Türkiye
Turkish Support Services Inc.	Support Services	100%	Türkiye
THY Private Security and Protection Services Inc.	Security Services	100%	Türkiye
TSI Seats Inc.	Cabin Interior Products	80%	U.S.A.
AJET Inc.	Aircraft Transportation	100%	Türkiye

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

THY Financial Technologies Inc.

Payment Systems

100%

Türkiye

Turkish Technic Inc.

Turkish Technic was established in 2006 as a 100%-owned subsidiary of Turkish Airlines, and merged with Turkish Airlines HABOM Inc. in June 2015. As of September 30, 2023, with 10,249 employees and various affiliate companies, Turkish Technic is among the world's largest aircraft maintenance, repair and overhaul (MRO) centers in the air transport industry. After moving to Istanbul Airport in 2019, Turkish Technic opened the first maintenance hangars of the MRO complex in October 2020. The facilities were designed in June 2021 to provide all maintenance, repair and overhaul services from a single point to many domestic and foreign airlines, especially Turkish Airlines. Turkish Technic's facility is the first and only MRO providing base maintenance service at Istanbul Airport. In order to increase the number of foreign airlines it serves and its market share, Turkish Technic continues its activities in its hangars located at 5 different airports in Ankara, Aydın and Istanbul (Atatürk, Istanbul and Sabiha Gökçen Airports).

Turkish Flight Training and Airport Operations Inc.

The Company was established on June 21, 2012 as a wholly owned subsidiary of Turkish Airlines. Yet to commence operations, it was established to operate Aydın Çıldır Airport, provide aviation training, organize sports-training flights and conduct all activities related to the transportation of passengers with aircraft appropriate to prevailing runway length. The airport is used as a base for Turkish Airlines Flight Academy and since the first half of 2013 provides flight training for Turkish Airlines pilot nominees. As of September 30, 2023, the Company has 137 employees.

Turkish Airlines International Investment and Transport Inc.

The Company, which is wholly owned by the Incorporation, was established on September 25, 2018 in order to invest at abroad and domestically, principally in the fields of cargo and courier transportation and in the fields that are specified in the Articles of Association of the Company. The Company represents Turkish Airlines group as a 45% partner of We World Express, which was established in 2019.

Turkish Airlines Technology Inc.

The Company was established on December 8, 2020 as a wholly owned subsidiary of Turkish Airlines in order to increase our contribution to the Turkish Aviation ecosystem, by utilizing the existing information technologies human resource more effectively and positioning the existing information technologies applications of our Incorporation as an income generating business line. As of September 30, 2023, the Company has 1,365 employees.

THY Air Cargo Transport Inc.

The Company was established on March 25, 2021 as a wholly owned subsidiary of Turkish Airlines in order to develop the company's partnership cargo operations and develop new product and vertical integration strategies, and was restructured according to the door-to-door delivery business model with the WIDECT sub-brand in August 2023.

Turkish Cabin Interior Systems Inc.

TSI Aviation Seats Inc. ("TSI") and Cornea Aviation Systems Industry and Commerce Inc. ("Cornea"), which were established for the design, production, marketing and sale of cabin interior products, merged with and into the Turkish Cabin Interior Systems Inc. ("TCI") on 15.02.2023. After merger transaction, the company's

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

shareholding structure is 59.25% Turkish Airlines, 20.84% Turkish Technic, 17% TUSAŞ and 2.91% Havelsan. As of September 30, 2023, the Company has 427 employees.

Turkish Support Services Inc.

The Company was established on 6 March 2023 as a wholly owned subsidiary of Turkish Airlines in order to meet the support service needs of our Incorporation's and subsidiaries' out of core business activities, including but not limited to cleaning, safety, facility management, financial affairs, flight and ground handling services, and operational and organizational services. THY Private Security and Protection Services Inc. were established on May 12, 2023, as wholly owned subsidiaries of THY Destek Hizmetleri A.Ş. As of September 30, 2023, the Company has 8,176 employees.

THY Private Security and Protection Services Inc.

The Company was established on May 12, 2023, as wholly owned subsidiaries of Turkish Support Services Inc. in order to provide security and protection services. As of September 30, 2023, the Company has 1,484 employees.

TSI Seats INC

TSI Seats INC was established on 17 June 2014 in order to design, manufacture, modify and merchandise aircraft seats and spare parts in Utah. On April 2021, the facilities in Utah moved to Seattle where the production facilities of Boeing are located. TSI is an aircraft seat manufacturer which produces aircraft seats with the authorizations of EASA and FAA. In 2023, TCI has merged TSI Seats INC and the company has started to continue its operations under TCI.

AJET Air Transportation Inc.

The Company was established on 7 August 2023 as a wholly owned subsidiary of Turkish Airlines in order for our Incorporation's Anadolu Jet brand to continue its activities as a low-cost airline at global standards and to strengthen its competitive position in the market. It is planned to start operating flights under the Ajeta brand in the first quarter of 2024.

THY Financial Technologies Inc.

The Company was established on 18 August 2023 as a wholly owned subsidiary of Turkish Airlines as the predecessor of an electronic money and payment institution that will operate as a result of obtaining and approving the necessary authorizations and licenses in line with the objectives of providing a digital wallet for individual customers and a collection infrastructure as a payment institution for commercial customers.

Turkish Airlines Inc. has 9 joint ventures. The affiliates are controlled by the Group jointly, and are accounted for by using the equity method.

The table below sets out consolidated joint ventures and indicates the proportion of ownership interest of the Incorporation in these joint ventures as of September 30, 2023:

Company Name	Country of Registration and Operations	Proportion of Ownership	Field of Activity
Sun Express Aviation Inc.	Türkiye	50%	Aircraft Transportation
Turkish Do&Co Catering Services Inc.	Türkiye	50%	Catering Services

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

Pratt&Whitney Turkish Engine Center Co. Ltd.	Türkiye	49%	Maintenance Services
Turkish Ground Services Inc.	Türkiye	50%	Ground Services
Turkish Opet Aviation Fuels Inc.	Türkiye	50%	Aviation Fuel Services
Goodrich Turkish Technic Service Center Co. Ltd.	Türkiye	40%	Maintenance Services
Air Albania SHPK	Albania	49%	Aircraft Transportation
We World Express Limited	Hong Kong	45%	Cargo and Courier Transportation
Turkish Fuel Services	Türkiye	25%	Fuel Supply Facilities

SunExpress Aviation Inc.

SunExpress, which was established in 1989 in Antalya with a 50%-50% partnership of Turkish Airlines & Lufthansa, continues its tourism transportation activities as the market leader in flights between Türkiye and Central Europe. SunExpress operated its first flight in 1990, served in the charter market for many years and became the first private airline in Türkiye to operate scheduled international flights between Antalya and Frankfurt that launched in 2001. SunExpress connects 95 destinations including 30 in Türkiye with scheduled and charter flights. SunExpress, which has been serving with a double hub model with Antalya and İzmir, is the airline that connects these two cities to the most destinations with direct and scheduled flights both on domestic and international lines. As the end of the third quarter of 2023, SunExpress operated 69 Aircraft and 238 lines in 46 countries with 3,677 employees.

Turkish Do&Co Catering Services Inc.

Founded in September 2006, commencing operations in January 1, 2007, Turkish DO&CO is a joint venture of Turkish Airlines and DO&CO Restaurants & Catering AG (Austria based company), in which each holds a 50% stake. The Company provides inflight catering services to Turkish Airlines and other domestic and international airlines. As of September 30, 2023, 6,168 employees are working for the Company.

Turkish Ground Services Inc.

The Company was established in August 26, 2008 as a wholly owned subsidiary of Turkish Airlines, in order to provide ground-handling services. By signing the articles of association in the framework of the Board Decision dated on March 12, 2009, 50% of the shares were transferred to HAVAŞ Havaalanları Yer Hizmetleri A.Ş. On January 1, 2010, the Company began to provide services to Turkish Airlines. TGS has delivered services to more than 200 airlines, Turkish Airlines and SunExpress in particular at 10 airports as of September 2023. TGS is employing 17,725 personnel as of September 30, 2023.

Turkish Opet Aviation Fuels Inc.

Turkish Opet Aviation Fuels, established in September 28, 2009, engages in the domestic and international sale, importation, exportation, distribution, and transport of various petroleum products, chemicals, lubricants, and paints for all kinds of aircraft. The Company commenced operations on July 1, 2010. Kuzey Tankering Inc. And Güney Tankering Inc., were established on November 1, 2012, as wholly owned subsidiaries of THY Opet Havacılık Yakıtları A.Ş. in order to provide transportation of petroleum and petroleum products. Turkish OPET besides providing “into plane” services with its experienced staff at Istanbul Airport provides storage and aircraft fuel supply services at Sabiha Gökçen Airport as well as operating at Anatolian airports. As of September 30, 2023, the Company has 523 employees.

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

Pratt&Whitney Turkish Engine Center Co. Ltd.

Turkish Engine Center delivers engine maintenance, repair and overhaul services to customers located in Türkiye and neighboring regions. It was founded in 2008 as a 49%-51% partnership between Turkish Technic Inc. and Pratt & Whitney, a subsidiary of United Technologies. Established over a 25 thousand m² area at Istanbul Sabiha Gökçen Airport, Turkish Engine Center's advanced technology, eco-friendly facility has the capability to provide maintenance to around 200 aircraft engines per year at full capacity, the Company has 505 employees as of September 30, 2023.

Goodrich Turkish Technic Service Center Co. Ltd.

Established in December 14, 2010, the Goodrich Turkish Airlines Technical Service Center is a joint venture of Turkish Technic (40%) and Collins Aerospace (60%). Services for maintenance and repair of aircraft engine nacelles and thrust reversers are provided. As of September 30, 2023, the Company has 75 employees.

Air Albania SHPK

The Incorporation established a Republic of Albanian based Joint Venture Company, in order to operate in the field of passenger and cargo transportation. Established on September 12, 2018, the stakes of 49%, 41% and 10% are being held respectively by Turkish Airlines, MDN Investment SHPK, and Albcontrol, which manages Albanian airspace and air traffic, representing Government of Albania. As of September 30, 2023, 184 employees are working for the Company.

We World Express Limited

We World Express Limited is a Hong Kong headquartered joint venture company founded in January 2019. Commenced operations in April 2019, the world cargo/courier company provides door-to-door logistics services with a focus on the global e-commerce market. Turkish Airlines International Investment and Transport, a 100%-owned subsidiary of Turkish Airlines, holds a 45% stake, Hong Kong headquartered ZTO Express (Hong Kong) Limited owns a 45% stake and Hong Kong headquartered PAL Air Limited has a 10% stake in the company. As of September 30, 2023, 54 employees are working for the Company.

Turkish Fuel Services Inc.

The Company was established in order to operate fuel supply facilities within the scope of fuel activities carried out at Istanbul Airport. Turkish Airlines became a 25% shareholder through capital increase. Other partners are Taya Liman İşletmesi A.Ş., Demirören Akaryakıt Sanayi ve Ticaret A.Ş. and Zirve Holding A.Ş. All joint venture companies have same proportion of share. As of September 30, 2023, 115 employees are working for the Company.

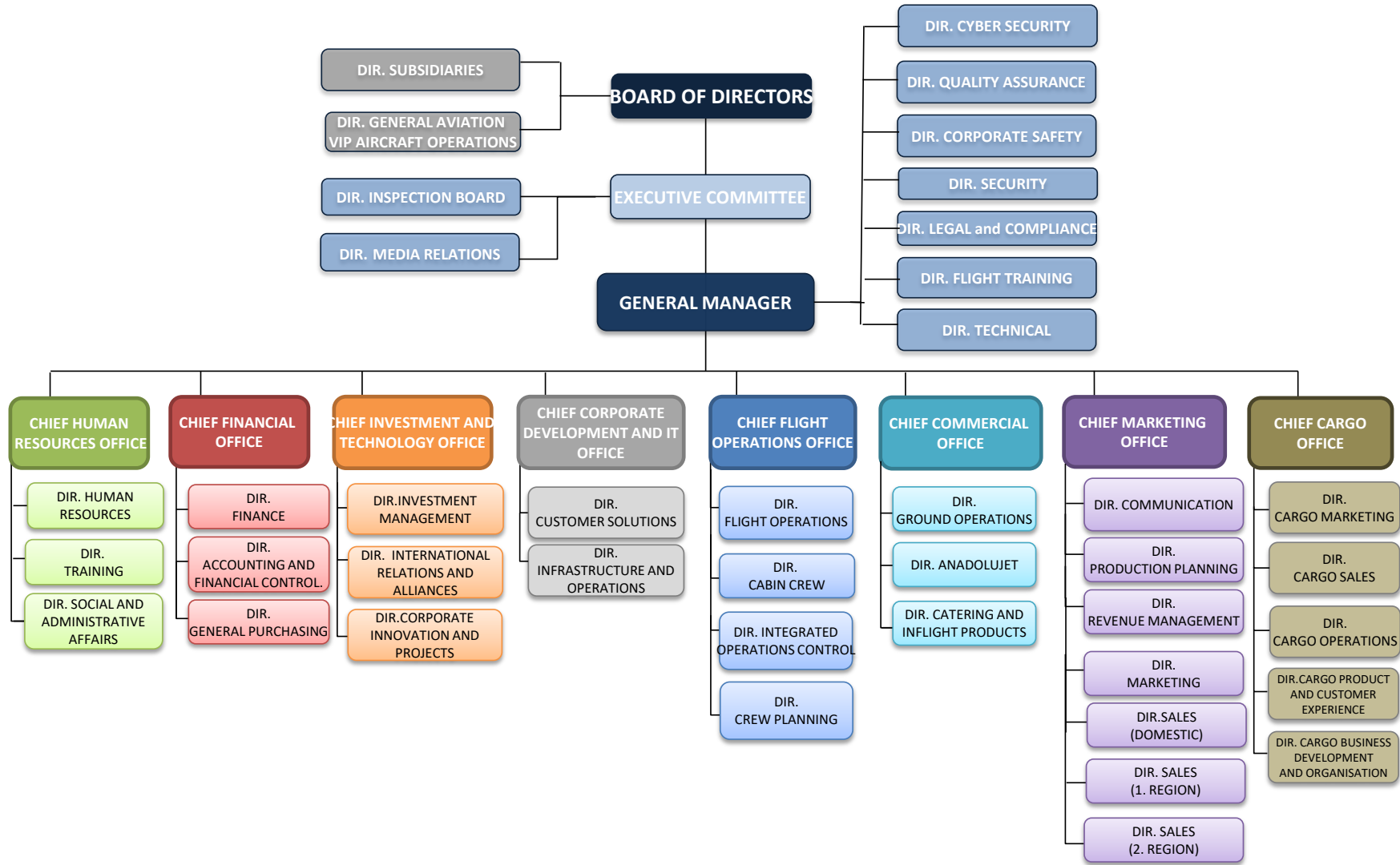
The Incorporation is responsible for the full and joint control over subsidiaries and affiliates through Board of Directors. In addition, operations of subsidiaries and affiliates are monitored by Senior Vice President of Subsidiaries located within the means of the Parent Company. The internal audit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

3. ORGANIZATIONAL STRUCTURE

As of September 30, 2023, Turkish Airlines flies to 129 countries.

General Management and all central units are gathered around Istanbul Ataturk Airport. Organization chart of Turkish Airlines, as of September 30, 2023 is shown on the next page.

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



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

4. BOARD OF DIRECTORS AND COMMITTEES

BOARD OF DIRECTORS

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

Members of the Board who were on duty and committees as of September 30, 2023 are listed below:

Prof. Dr. Ahmet BOLAT	: Chairman of the Board and the Executive Committee
Prof. Dr. Mecit EŞ	: Deputy Chairman of the Board and the Executive Committee
Bilal EKŞİ	: Member of the Board and General Manager
Assoc. Prof. Murat ŞEKER	: Member of the Board and the Executive Committee/ Chief Financial Officer
Ramazan SARI	: Member of the Board and the Executive Committee
Hüseyin KESKİN	: Member of the Board
Dr. Melih Şükrü ECERTAŞ	: Independent Board Member
Assoc. Prof. Fatmanur ALTUN	: Independent Board Member
Şekib AVDAGİÇ	: Independent Board Member and Member of the Executive Committee

COMMITTEES

Audit Committee

Chairman: Şekib Avdagiç

Member: Dr. Melih Şükrü Ecertaş

Corporate Governance Committee

Chairman: Assoc. Prof. Fatmanur Altun

Member: Ramazan Sarı, Mehmet Fatih Korkmaz (Investor Relations Manager)

Early Identification of Risks Committee

Chairman: Dr. Melih Şükrü Ecertaş

Member: Şekib Avdagiç

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

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

5. SENIOR MANAGEMENT

Information about the Senior Management of the Incorporation are presented below as of September 30, 2023:

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

6. HUMAN RESOURCES

Number of personnel increased by 12% to 32,048 as of September 30, 2023 from 28,564 as of September 30, 2022. Personnel numbers according to working groups are as follows:

	31.12.2022	30.09.2022	30.09.2023	Change (%)
Cockpit Personnel	5,784	5,539	6,652	20%
Cabin Personnel	13,222	12,694	14,318	13%
Aircraft Maintenance Tech.	55	55	59	7%
Staff Abroad	3,293	3,264	3,395	4%
Domestic Staff	7,166	7,012	7,624	9%
TOTAL	29,520	28,564	32,048	12%

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

7. DEVELOPMENTS WITHIN THE INCORPORATION

I. Developments During the Period

Fitch Credit Rating-I

On 18.09.2023, the international credit agency Fitch affirmed the credit rating of Turkish Airlines at "B+" and revised the outlook from negative to stable, in line with its assessment for Türkiye.

Disclosure Regarding Share Buy-Back

In accordance with the Capital Market Board's Communiqué II-22.1 on Share Buy-backs and the related announcement dated 14.02.2023, in order to contribute to the fair price formation of our share, our Board of Directors decided to;

- Launch a Share Buy-back program covering 3 calendar years,
- Allocate a maximum of 9,000,000,000 TRY for share buy-backs from our cash portfolio, while limiting the number of shares that may be subject to buy-back be at most 5% of the issued share capital,
- Inform the shareholders about buy-back transactions in the first upcoming General Assembly.

Within the scope of the share buy-back program, THYAO shares with 4,704,044 TRY nominal value were bought back by our Incorporation as of 15.09.2023. Repurchased shares represent 0.340873% of the Incorporation's capital, following the transaction.

Wide Body Aircraft Purchase

In line with our Incorporation's growth targets, our Board of Directors decided to purchase a total of 10 A350-900 aircraft from Airbus to be delivered in 2025, 2026 and 2027.

Decision to Establish THY Financial Technologies Inc.

In order to translate Turkish Airlines' current potential into a value accretive business model considering our Incorporation's experience and power in the aviation industry and sales channels transaction volume, our Board of Directors decided to initiate necessary works to establish electronic money and payment services corporation and conduct relevant regulatory licensing processes.

Within this context, the incorporation of "THY Finansal Teknolojiler Anonim Şirketi", as a wholly-owned subsidiary of Turkish Airlines, was completed as of 18.08.2023 upon the registration by the Istanbul Trade Registry Office.

Decision to Establish AJet Hava Taşımacılığı Anonim Şirketi

Our Board of Directors decided to establish "AJet Hava Taşımacılığı Anonim Şirketi", a wholly-owned subsidiary of Turkish Airlines, in order to continue the operations of AnadoluJet brand as a low-cost carrier at global standards and to strengthen its competitive positioning in the market.

Incorporation of the company was completed as of 07.08.2023 upon the registration by Istanbul Trade Registry Office.

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

The Ordinary General Assembly Meeting

The Ordinary General Assembly of our Incorporation was held on Tuesday, July 25, 2023 at 14:00 at the General Management Building located at Yeşilköy Mahallesi, Havaalanı Cad. No.3/1 Bakırköy/İstanbul. Resolutions of Ordinary General Assembly of our Incorporation was registered by Istanbul Trade Registry Office on August 1, 2023. The General Assembly Minutes of the Meeting and List of Attendants are available on our Investor Relations Web Site.

Appointment of the Board Committees

Our Board of Directors decided to make following appointments to the Board Committees:

Independent Board Member Mr. Şekib Avdagiç as the Chairman and Dr. Melih Şükrü Ecertaş as the Member of the Audit Committee;

Independent Board Member Assoc. Prof. Fatmanur Altun as the Committee Chairperson, Board Member Mr. Ramazan Sarı and Investor Relations Manager Mr. Mehmet Fatih Korkmaz, in compliance with the Capital Market Board's Communique on Corporate Governance (II-17.1), as the members of the Corporate Governance Committee;

Independent Board Member Dr. Melih Şükrü Ecertaş as the Chairman and Mr. Şekib Avdagiç as the Member of the Early Identification of Risks Committee;

Chairman of the Board Prof. Ahmet Bolat as the Chairman of the Executive Committee, Prof. Mecit Eş as the Deputy Chairman of the Executive Committee, Assoc. Prof. Murat Şeker, Mr. Şekib Avdagiç and Mr. Ramazan Sarı as the Member of the Executive Committee.

Appointment of the Chairman and the Deputy Chairman of the Board

Our Board of Directors decided to appoint Prof. Ahmet Bolat as the Chairman of the Board and Prof. Mecit Eş as the Deputy Chairman of the Board for 1 year.

Appointment of the Board Members

At today's Ordinary General Assembly Meeting, the following members were elected to the Board of Directors for two years.

Members of the Board:

Prof. Ahmet Bolat

Prof. Mecit Eş

Mr. Bilal EKŞİ

Assoc. Prof. Murat Şeker

Mr. Ramazan Sarı

Mr. Hüseyin Keskin

Assoc. Prof. Fatmanur ALTUN

Dr. Melih Şükrü Ecertaş

Mr. Şekib Avdagiç

BOARD ACTIVITY REPORT**Announcement Regarding the Additional Limit of Donation for the Earthquake Relief**

Our Board of Directors decided to allocate an additional limit within the context of donations and aid that was disclosed on February 23, 2023 in order to alleviate the impact of social and economic consequences of the earthquakes which took place in Kahramanmaraş on February 6, 2023.

Independent Board Member Candidacy Approval

Independent Board Member Candidacy of Assoc. Prof. Fatmanur Altun, Dr. Melih Şükrü Ecertaş and Şekib Avdagiç have been granted approval by the Capital Markets Board letter dated 21.07.2023.

Amendment to the 27th Term Collective Bargaining Agreement

Our Incorporation and Hava-Is Union have mutually agreed on the improvements related to the 4. period (1 July 2023 - 31 December 2023) of wages and the wage increases section of the 27th Term Collective Bargaining Agreement, which covers the period between 1 January 2022 and 31 December 2023.

Accordingly, effective from 1 July 2023, a 41% wage increase will be implemented to wages on 30 June 2023 for the second half of 2023.

Sale of Our Incorporation's Shares in Vergi İade Aracılık A.Ş.

In line with the long-term strategic goals of the Incorporation, our Board of Directors decided to sell Incorporation's 30.00% ownership in our subsidiary, Vergi İade Aracılık A.Ş., which operates outside the core business activities of the Incorporation.

An agreement was reached with VK Holding A.Ş. and Maslak Otomotiv Sanayi ve Ticaret A.Ş. ("Buyers") for the sale of our Incorporation's 30% ownership with 900,000 shares in our subsidiary Vergi İade Aracılık A.Ş. ("VIA"), which has TL 3,000,000 Turkish Lira paid-in capital. To that end, share transfer agreement had been signed with the Buyers and closing procedures for the share transfer have been completed on 18.05.2023.

Our Incorporation's Aircraft Orders as Part of Its Strategic Plan

As part of the growth targets set forth in the Strategic Plan covering between 2023-2033 period, our Incorporation decided to initiate talks with the aircraft and engine manufacturers in order to procure around 600 aircraft (including options) comprising 200 wide-body and 400 narrow-body aircraft.

Turkish Airlines and Garanti Bank, Miles&Smiles Credit Card agreement

A new agreement has been signed between our Incorporation and Garanti Bank, with the aim of maintaining the partnership of Miles&Smiles Credit Card for THY FFP members within the scope of THY Frequent Flyer Program, until 1 April 2028.

New Scheduled Flights

Our Incorporation started operating scheduled flights to Krakow of Poland and Palermo of Italy.

Initiation of a New Residential Project

Our Board of Directors approved the initiation of a new residential project on a land equally owned by Turkish Airlines and Emlak Konut Real Estate Investment Company. The land has an area of 3.6 million square meters and located in the Dursunköy neighborhood of Arnavutköy, Istanbul.

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

The project will feature a total of 14,000 houses to be built in stages and the sales process will be managed by Emlak Konut Real Estate Investment Company. At least 3,000 of the houses will be sold to the employees of Turkish Airlines and its subsidiaries. Our Incorporation will determine the allocation of these houses through a lottery process.

Turkish Airline's Strategy and Targets for 2023-2033 Period

Growing significantly higher than the industry average over the last 20 years while having significant contributions to Türkiye's economy and labor market, Turkish Airlines is pleased to announce its strategic targets pertaining to the 100th year of its establishment.

Determined in line with our vision for 2033, the strategic focus areas that aim to generate significant value for our stakeholders are as follows:

- Achieving consolidated revenue of over 50 billion USD by 2033,
- Attaining an EBITDAR margin between 20% and 25% during 2023-2033,
- Improving efficiency, maintaining cost discipline and creating new opportunities to generate additional revenues in order to sustain our strong financial performance,
- Contributing 140 billion USD of added value to Türkiye's economy by 2033,
- Expanding our fleet to 435 aircraft by 2023 and to over 800 aircraft by 2033; growing our passenger network to 400 destinations,
- Doubling the passenger capacity in 2023 by 2033 with an annual average growth rate of 7%,
- Servicing 170 million passengers by 2033 compared to over 85 million in 2023,
- Reaching 150 thousand employees including our subsidiaries,
- Doubling the transported cargo volume and positioning Turkish Cargo among the top three cargo carriers globally by 2033; leveraging the capabilities of our cargo hub, SmartIST, which is one of the largest air cargo terminals in the world,
- Establishing our low-cost arm AnadoluJet as a separate subsidiary; repositioning its brand, restructuring its revenue and cost structures, and reaching a fleet size of 200 new generation aircraft to strengthen its competitive positioning,
- Improving customer experience and brand recognition by:
 - Providing each passenger, a customized service across all service channels
 - Completing cabin transformation to enhance in-flight experience
 - Growing Miles & Smiles loyalty program further and increasing the number of active members
 - Ranking among the top 3 airlines globally in providing the best digital experience by implementing new projects in digital transformation
- To become a sustainable airline by:
 - Increasing the number of new generation aircraft in the fleet
 - Increasing the consumption of sustainable aviation fuel
 - Expanding the number of LEED certified buildings to boost renewable energy usage
 - Becoming a "Carbon Neutral" airline by 2050 through the implementation of carbon emission offsetting projects.

Together with its subsidiaries, employing more than 75,000 people, Turkish Airlines will continue to proudly fly Türkiye's national flag in the coming 10 years with its unique network, modern fleet and remarkable financial performance.

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

S&P Credit Rating Update

International Credit Agency Standard & Poor's (S&P) affirmed long-term issuer credit rating of Turkish Airlines as "B" and revised the outlook as negative.

S&P has also affirmed 'B' rating on our USD-denominated Enhanced Equipment Trust Certificate (EETC) issued in 2015.

Establishment of THY Destek Hizmetleri A.Ş.

Our Board of Directors decided to establish "THY Destek Hizmetleri A.Ş." as a 100% Turkish Airlines subsidiary in order to meet support service needs out of our Incorporation and subsidiaries core business activities, such as cleaning, safety, facility management, financial affairs, flight and ground handling services, operational and organizational services. The procedures regarding the establishment of "THY Destek Hizmetleri A.Ş." were completed as of 06.03.2023 upon the registration by Istanbul Trade Registry Office.

Dividend Payment

The Profit Distribution Table regarding FY2022 was disclosed in Public Disclosure Platform. The table is available on our Investor Relations Web Site.

Related Party Transactions

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

Due to the fact that the rate of the amount of common and continuous fuel supply / purchasing transactions executed between Turkish Airlines and TFS Akaryakıt Hizmetleri A.Ş. exceeded 10%, compared to the cost of sales in 2022 financial statements disclosed to public; it is foreseen that transactions with similar features are expected to continue in compliance with the determined principles in 2023 as well. These transactions mentioned in the aforementioned report are considered to be made consistent with the transactions of previous years and arm's length when compared with market conditions.

Announcement Regarding the Donation for the Earthquake Relief

Our Incorporation has been conducting its operations in close coordination with our country's authorized institutions in order to alleviate the impact of social and economic consequences of the consecutive earthquakes which took place in Kahramanmaraş on February 6, 2023 that caused a huge devastation and loss of lives. In this respect, our Board of Directors decided to make the following donations within the scope of relief efforts in the affected area:

- 1- Operating free of charge passenger and cargo flights to/from the earthquake-affected region to transport national and international search and rescue teams, equipment and emergency aid supplies,
 - 2- Bearing the cost of evacuation flights and all the external resource costs related to these flights,
 - 3- 2 billion Turkish Liras in cash to Ministry of Interior Disaster and Emergency Management Presidency ("AFAD"),
-

BOARD ACTIVITY REPORT

4- Pursuing all necessary work and procedures for the construction of 1,000 homes to be built in the earthquake-affected region in coordination with the Ministry of Environment, Urbanization and Climate Change, AFAD and other authorized institutions in our country,

5- In-kind and cash donations in this period.

Merger of Our Subsidiaries TSI, TCI and Cornea

As per our announcement on Public Disclosure Platform on 04.11.2022 regarding the merger of our subsidiaries established for the design, production, marketing, and sales of cabin interior products, Uçak Koltuk Üretim Sanayi ve Ticaret A.Ş. ("TSI") and Cornea Havacılık Sistemleri Sanayi ve Ticaret A.Ş. ("Cornea") were dissolved without liquidation in accordance with the 136th and other relevant provisions of the Turkish Commercial Code, and the procedures for TCI Kabin İçi Sistemleri Sanayi ve Ticaret A.Ş. ("TCI") to take over TSI and Cornea with all its assets and liabilities are completed.

Upon completion of the merger, TCI's paid-in capital increased from 94,000,000 TRY to 172,268,000 TRY through the takeover of TSI and Cornea. The shareholding structure following the merger is as follows;

Shareholding Structure	Share (%)
Türk Hava Yolları A.O.	59.25 %
Türk Hava Yolları Teknik A.Ş.	20.84 %
TUSAŞ -Türk Havacılık ve Uzay Sanayii A.Ş.	17.00%
HAVELSAN Hava Elektronik Sanayi ve Ticaret A.Ş.	2.91%
Total	100%

According to this post-merger shareholding structure, TCI, which was previously consolidated using the Equity method, will be fully consolidated in our financial statements in the following periods.

The merger has been registered with the Istanbul Trade Registry Office on 15.02.2023.

Fitch Credit Rating Update-II

Due to our stronger than expected performance The International Credit Rating Agency Fitch raised our Incorporations Long-Term Foreign and Local-Currency Issuer Default Ratings (IDR) to 'B+' from 'B', one-notch above Türkiye's sovereign rating. The outlook is also affirmed as negative.

Fitch has also affirmed BB- rating on our USD-denominated Enhanced Equipment Trust Certificate (EETC) issued in 2015.

Amendments to the 27th Term Collective Bargaining Agreement

Our Incorporation and Hava-Is Union have mutually agreed on the improvements related to the wage and social welfare contribution sections of the 27th Term Collective Bargaining Agreement, which covers the period between 1 January 2022 and 31 December 2023.

Accordingly, the wage increase for the first half of 2023 will be 4.6% plus the Consumer Price Index change between June 2022 and December 2022 which was published by the Turkish Statistical Institute.

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

II. Subsequent Events

Moody's Credit Rating-I

International credit agency Moody's downgraded the rating assigned to Turkish Airlines' USD-denominated Enhanced Equipment Trust Certificate (EETC), which was issued in 2015, to B3 from B2 and affirmed its outlook as Stable. Additionally, the credit rating agency downgraded the rating of the JPY-denominated Class A and B Enhanced Equipment Trust Certificates (EETCs) to B2 from B1, one notch above the country foreign currency rating ceiling, and changed their outlook to Stable from Negative.

JCR Eurasia Credit Rating

Credit Rating Agency JCR Eurasia has evaluated Turkish Airlines in the highest investment-level category and affirmed the Long-Term National Issuer Credit Rating as 'AAA (tr)' and the Short-Term National Issuer Credit Rating as 'J1+ (tr)' with 'Stable' outlooks. Additionally, our Incorporation's Long Term International Foreign and Local Currency Issuer Credit Ratings and outlooks were affirmed as 'BB/Negative' at the sovereign rating level.

Aircraft Leases Within the Framework of Our Incorporation's Growth Strategy

Our Incorporation is continuing negotiations with aircraft manufacturers and various international lessors to support its ongoing growth trajectory and fleet renewal. In this context, our Board of Directors decided to lease a total of 28 aircraft, consisting of 25 narrow-body and 3 wide-body aircraft from AerCap to be delivered between 2024 and 2026 with a lease term of 144 months in addition to extending the duration of the existing 6 A330-200 aircraft currently on lease from the company.

Moody's Credit Rating-II

In the recent credit opinion, The International Credit Agency Moody's affirmed our B3 (stable) corporate family rating (CFR) at the sovereign rating level.

Disclosure Regarding Share Buy-Back Program

Within the scope of the share buy-back program, THYAO shares with 93,000 TRY nominal value were bought back by our Incorporation between 01.10.2023-18.10.2023. Repurchased shares represent 0.006739% of the Incorporation's capital, following the transaction.

S&P Credit Rating

On 05.10.2023, the international credit agency S&P affirmed the credit rating of Turkish Airlines at "B" and revised the outlook from negative to stable, in line with its assessment for Türkiye.

S&P has also affirmed "B" rating on our Enhanced Equipment Trust Certificates (EETC) issued in 2015.

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

8. TRAFFIC RESULTS

January – September 2023 period traffic results are shown below:

	TOTAL		
	2022	2023	Change (%)
Number of Landing (Passenger Flights)	340,069	395,920	16.4%
Available Seat Km ('000)	150,946,467	176,007,648	16.6%
Revenue Passenger Km ('000)	120,323,135	146,257,717	21.6%
Passenger Load Factor (%)	79.7%	83.1%	3.4 pt
Passengers Carried	53,888,760	63,919,734	18.6%
Int-to-Int Transfer Passengers Carried	17,064,448	22,393,112	31.2%
Cargo and Mail (Tons)	1,259,011	1,187,346	-5.7%
Fleet	390	429	10.0%
Seat Capacity	78,909	87,946	11.5%
Number of Destinations (City)	335	339	1.2%
Km Flown ('000)	716,371	807,253	12.7%
Hours Flown	1,125,566	1,293,755	14.9%

	DOMESTIC		
	2022	2023	Change (%)
Number of Landing (Passenger Flights)	129,217	158,188	22.4%
Available Seat Km ('000)	15,066,315	19,137,418	27.0%
Revenue Passenger Km ('000)	13,037,493	16,244,939	24.6%
Passenger Load Factor (%)	86.5%	84.9%	-1.6 pt
Passengers Carried	19,339,666	23,573,548	21.9%
Cargo and Mail (Tons)	42,551	42,505	-0.1%
Km Flown ('000)	86,903	107,987	24.3%

	INTERNATIONAL		
	2022	2023	Change (%)
Number of Landing (Passenger Flights)	210,852	237,732	12.7%
Available Seat Km ('000)	135,880,152	156,870,230	15.4%
Revenue Passenger Km ('000)	107,285,642	130,012,778	21.2%
Passenger Load Factor (%)	79.0%	82.9%	3.9 pt
Passengers Carried	34,549,094	40,346,186	16.8%
Excl. Int-to-Int Transfer Passenger	17,484,646	17,953,074	2.7%
Cargo and Mail (Tons)	1,216,460	1,144,840	-5.9%
Km Flown ('000)	629,469	699,266	11.1%

Please note that above data do not include free of charge flights operated between February 6 and May 31 within the scope of relief efforts related to the earthquakes centered in Kahramanmaraş. During February, our

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

Incorporation carried 433 thousand search & rescue teams and citizens to the region, evacuated 430 thousand citizens from the region and transported 36 thousand tons of aid materials to the affected area.

I. Scheduled Domestic Flights:

During January – September 2023, the Incorporation did not start operating any scheduled flight with TK main brand to new domestic destinations.

II. Scheduled International Flights:

During January - September 2023, the Incorporation has started operating scheduled flights with TK main brand to new international destinations indicated below.

Flight Destination	Flight Inaugural Date
Poland – Krakow	01.05.2023
Italy – Palermo	05.05.2023

III. Additional, Charter and Hajj-Umrah Flights

During January – September 2023, number of additional, charter and Hajj-Umrah flights with TK main brand and number of passengers carried on these flights are stated on the table below:

	Number of Flights			Number of Passengers		
	9M'22	9M'23	Change (%)	9M'22	9M'23	Change (%)
Additional	2,934	3,646	24%	267,011	324,151	21%
Charter	11,553	5,798	-50%	2,127,406	1,711,522	-20%
Hajj-Umrah	849	3,819	350%	91,109	486,467	434%

IV. AnadoluJet Flights:

Scheduled and Additional Flights	9M'22	9M'23	Change (%)
Number of Passenger (000)	12,184	16,033	32%
Available Seats*Km (Millions)	16,693	20,946	25%
Passenger Load Factor (%)	82.2%	82.8%	0.6 pt

- By the end of September 2023, AnadoluJet operated with 87 aircraft.
- During the period of January – September 2023, AnadoluJet flies to a total of 175 routes same as that of January - September 2022.
- Number of passenger breakdown as domestic and international are 61% and 39% respectively.

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

9. FLEET

30.09.2023	Type	Total	Owned	Financial Lease	Opr./Wet Lease	Seat Capacity ('000)	Average Fleet Age
Wide Body	A330-2/3	49	16	18	15	14,0	11,3
	B777-3ER	33	12	15	6	12,4	9,8
	A350-9	14		14		4,6	1,6
	B787-9	20		20		6,0	2,8
	Total	116	28	67	21	37,0	8,2
Narrow Body	B737-8/9 MAX	32		25	7	5,1	2,9
	A321/320 NEO	58		33	25	11,1	2,2
	B737-8/9	100	36	39	25	16,9	13,1
	A321/320/319	83	48	31	4	14,7	11,8
	B737-8 MAX WL	3			3	0,6	5,8
	A321/320 WL	13			13	2,6	15,0
	Total	289	84	128	77	51,0	9,4
Cargo	A330-200F	12	3	7	2		9,6
	B777F	8		8			4,7
	Wet Lease	4			4		31,3
	Total	24	3	15	6		11,6
Grand Total		429	115	210	104	87,9	9,2

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

	30 September 2023	31 December 2022
<u>ASSETS</u>		
Current Assets	254,233	135,095
Non-Current Assets	696,107	443,476
Total Assets	950,340	578,571
<u>LIABILITIES</u>		
Total Current Liabilities	243,505	154,040
Total Non-Current Liabilities	363,435	243,104
Total Equity	343,400	181,427
Total Liabilities and Equity	950,340	578,571
Debt to Assets Ratio	0.64	0.69
Equity Ratio	0.36	0.31

SUMMARY OF INCOME STATEMENT (Mn TRY)

	1 Jan. – 30 Sept. 2023	1 Jan. – 30 Sept. 2022
Sales Revenue	358,781	223,120
Gross Profit	96,593	55,702
Operating Profit Before Investment Activities	65,678	36,120
Profit/Loss Before Tax	85,898	42,634
Profit/Loss for the Period	69,502	38,493
Earnings Per Share (Kr)	50.36	27.89

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

SUMMARY OF BALANCE SHEET (Mn USD)

	30 September 2023	31 December 2022
<u>ASSETS</u>		
Current Assets	9,285	7,225
Non-Current Assets	25,427	23,719
Total Assets	34,712	30,944
<u>LIABILITIES</u>		
Total Current Liabilities	8,878	8,224
Total Non-Current Liabilities	13,252	12,978
Total Equity	12,582	9,742
Total Liabilities and Equity	34,712	30,944
Debt to Assets Ratio	0.64	0.69
Equity Ratio	0.36	0.31

SUMMARY OF INCOME STATEMENT (Mn USD)

	1 Jan. – 30 Sept. 2023	1 Jan. – 30 Sept. 2022
Sales Revenue	15,823	13,654
Gross Profit	4,071	3,319
Operating Profit/Loss Before Investment Activities	2,644	2,101
Profit/Loss Before Tax	3,441	2,474
Profit/Loss for the Period	2,788	2,252
Earnings Per Share (USc)	2.02	1.63
EBITDAR	4,864	3,982
EBITDA	4,456	3,684
EBIT	2,998	2,311
EBITDAR Margin	30.7%	29.2%
EBITDA Margin	28.2%	27.0%
EBIT Margin	18.9%	16.9%
Operating Profit Margin	16.7%	15.4%
Net Profit Margin	17.6%	16.5%

11. INVESTMENTS, INCENTIVES AND INVESTMENT POLICIES

By the end of September 2023, our operations have been carried out by 116 double-aisle passenger aircraft, 289 single-aisle passenger aircraft and 24 cargo aircraft. Double-aisle aircraft constitute about 27% of the total number of aircraft in fleet.

Aircraft indicated below were received in the period of January – September 2023:

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

- Three A320-Neo
- Ten A321-Neo
- Three A350-900
- Three B737-8 Max
- Four B787-9

Decree on State Aids for Investments

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

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

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

- Customs Duty Exemption,
- Value Added Tax Exemption,
- Tax Reduction
- Income Tax Withholding Support,
- Insurance Premium Employer Contribution Support,
- Insurance Premium Employee Contribution Support,
- Interest Rate Support,
- Investment Space Allocation,

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

Date of Cabinet Decree	Number of Cabinet Decree	Date of Inv. Incentive Certificate	Investment Status	Tax Reduction	Total Amount of Investment TL: (*)	Utilized Contribution Amount of Investment TL: (**)
14.07.2009	2009/15199	28.12.2010	Completed	Tax Reduction %50 / Contribution rate to Investment %20	13,267,897,366	16,587,441

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

15.06.2012	2012/3305	18.12.2014	Completed	Tax Reduction %50 / Contribution rate to Investment %15	16,968,269,342	0
21.01.2018	2017/11133	9.08.2018	Continued	Tax Reduction %90 / Contribution rate to Investment %50	119,126,061,678.58	0
21.01.2018	2017/11133	11.09.2018	Continued	Tax Reduction %50 / Contribution rate to Investment %25	2,518,000,000	0

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

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

12. PROJECTIONS ABOUT THE INCORPORATION

Turkish Airlines decided to begin operating scheduled flights to cities including Abha (Saudi Arabia), Aswan (Egypt), Makhachkala (Russia), La Coruna (Spain), Lenkeran (Azerbaijan), Nantes (France), Port Sudan (Sudan), Atyrau (Kazakhstan), Sialkot (Pakistan), Hargeisa (Somalia), Denver and Detroit (United States of America) and Katowice (Poland) subject to aircraft availability and market conditions. The opening dates of these new destinations by the Incorporation are being evaluated in line with market conditions.

Turkish Airlines flies to more countries than any other airline in the world and is one of the leading airlines in the aviation industry's recovery. The Incorporation developed a strategic roadmap for 2033 to sustain growth post-pandemic and create significant value for all stakeholders. The plan includes enhancing the passenger experience, advancing digitalization, and committing to sustainability, with goals to double the number of aircraft and passengers. This strategy involves expanding the fleet to 800 aircraft by 2033 and increasing passenger capacity 2.8 times compared to 2022. The Incorporation is also repositioning Anadolujet to strengthen market share by combining its low-cost structure with increased competitiveness. Providing a wide flight network and high connectivity, Turkish Airlines aims to expand its international destinations to 345 by 2033, more than doubling passenger numbers from 2022, thus enhancing connectivity and competitiveness.

Under the 10-year strategy, Turkish Cargo is set to multiply its cargo volume by 2.3 times that of 2022, capitalizing on the capabilities of SMARTIST at Istanbul Airport, one of the world's largest hubs equipped with high technology, and Turkish Airlines' uniquely expansive flight network. Turkish Cargo plans to increase cargo flight destinations from 104 in 2022 to 150 in 2033 aiming to become one of the top three air cargo brands in market share and service quality.

Aligned with the 2033 strategy, the Incorporation is focused on delivering integrated and customized services across all passenger channels, aiming to be among the global top three in digital experience.

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

In addition to operational growth targets, the Incorporation is committed to a sustainable future by aiming to have 75% of fleet consist of new generation aircraft by 2033 and reduce fuel consumption by 5% through operational improvements. As a member of IATA, Turkish Airlines adopts targets to reduce carbon emissions from aviation and is dedicated to achieving these targets. Firm steps are being taken towards becoming a “carbon-neutral” airline by 2050, increasing the use of Sustainable Aviation Fuel (SAF) across more frequencies and destinations.

13. OTHER INFORMATION

Information regarding to lawsuits against the Incorporation and any probable outcomes

None

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

None

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

None

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

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

Incorporation’s Efforts on Research and Development Activities

Incorporation’s R&D activities are carried out by our subsidiaries Turkish Airlines Technology Inc. and Turkish Technic Inc.

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

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

Information on the Incorporation’s Acquisition of Own Share

Within the scope of the share buy-back program, THYAO shares with 4,797,044 TRY nominal value were bought back by our Incorporation as of 18.10.2023. Repurchased shares represent %0.347612% of the Incorporation's capital, following the transaction.

DISCLAIMER

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