

# 1H'22 RESULTS SUMMARY



## Key Financial Data

2Q'19	2Q'22	Change	(USD mn)	1H'19	1H'22	Change
3.181	4.535	42,6%	<b>Total Revenues</b>	5.949	7.586	27,5%
2.696	3.375	25,2%	Passenger Revenue	4.971	5.365	7,9%
393	1.064	170,7%	Cargo Revenue	799	2.044	155,8%
80	87	8,7%	Technic Revenue	150	164	9,3%
10	520	5100,0%	<b>Net Operating Profit / Loss</b>	-193	664	-
15	530	3433,3%	<b>Profit From Main Operations</b>	-135	693	-
26	576	2115,4%	<b>Net Income</b>	-203	737	-
0,8%	12,7%	11,9 pt	Net Income Margin	-3,4%	9,7%	13,1 pt
561	1.132	101,8%	<b>EBITDAR</b>	919	1.842	100,4%
17,6%	25,0%	7,3 pt	EBITDAR Margin	15,5%	24,3%	8,8 pt
46.112	51.791	12,3%	<b>ASK (Billion)</b>	88.767	90.629	2,1%
5,94	7,59	27,6%	<b>RASK2 (incl. ACTK)<sup>1</sup></b>	5,76	7,14	24,1%
7,29	8,18	12,2%	<b>Revenue Yield (R/Y) (USc)</b>	6,99	7,83	12,0%
18.374	18.234	-0,8%	<b>Passengers Carried ('000)</b>	35.113	30.899	-12,0%
80,2%	79,7%	-0,6 pt	<b>L/F (%)</b>	80,1%	75,6%	-4,5 pt

RASK2: Total Passenger and Cargo Revenue / ASK2<sup>1</sup>

<sup>1</sup>ASK value is adjusted by ACTK in order to include cargo operations as it has a reasonable share in our total cost base.



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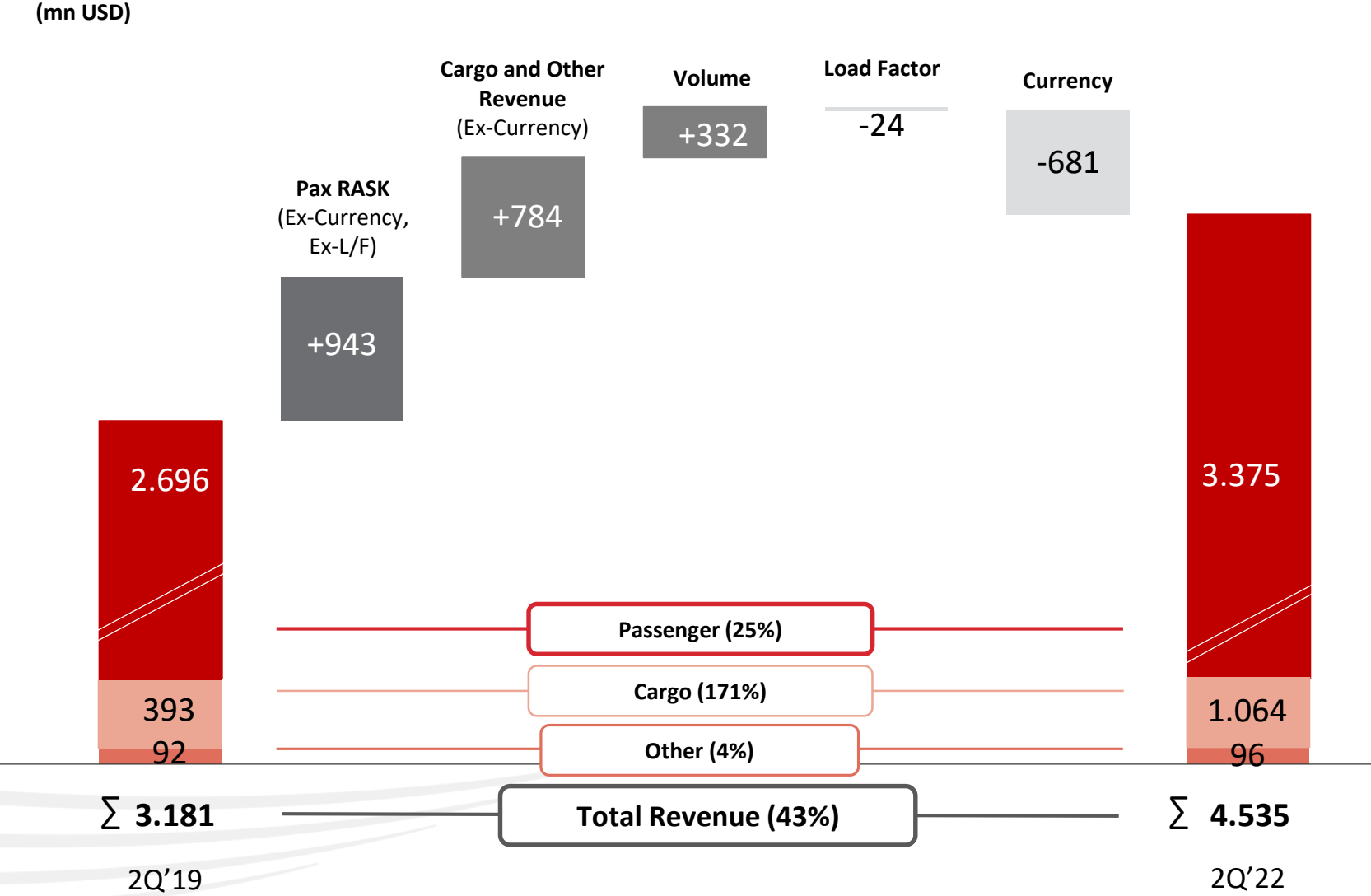
**Total revenues** exceeded 2019 levels in the second quarter by 43%.

**Cargo revenues** more than doubled compared to 2019.

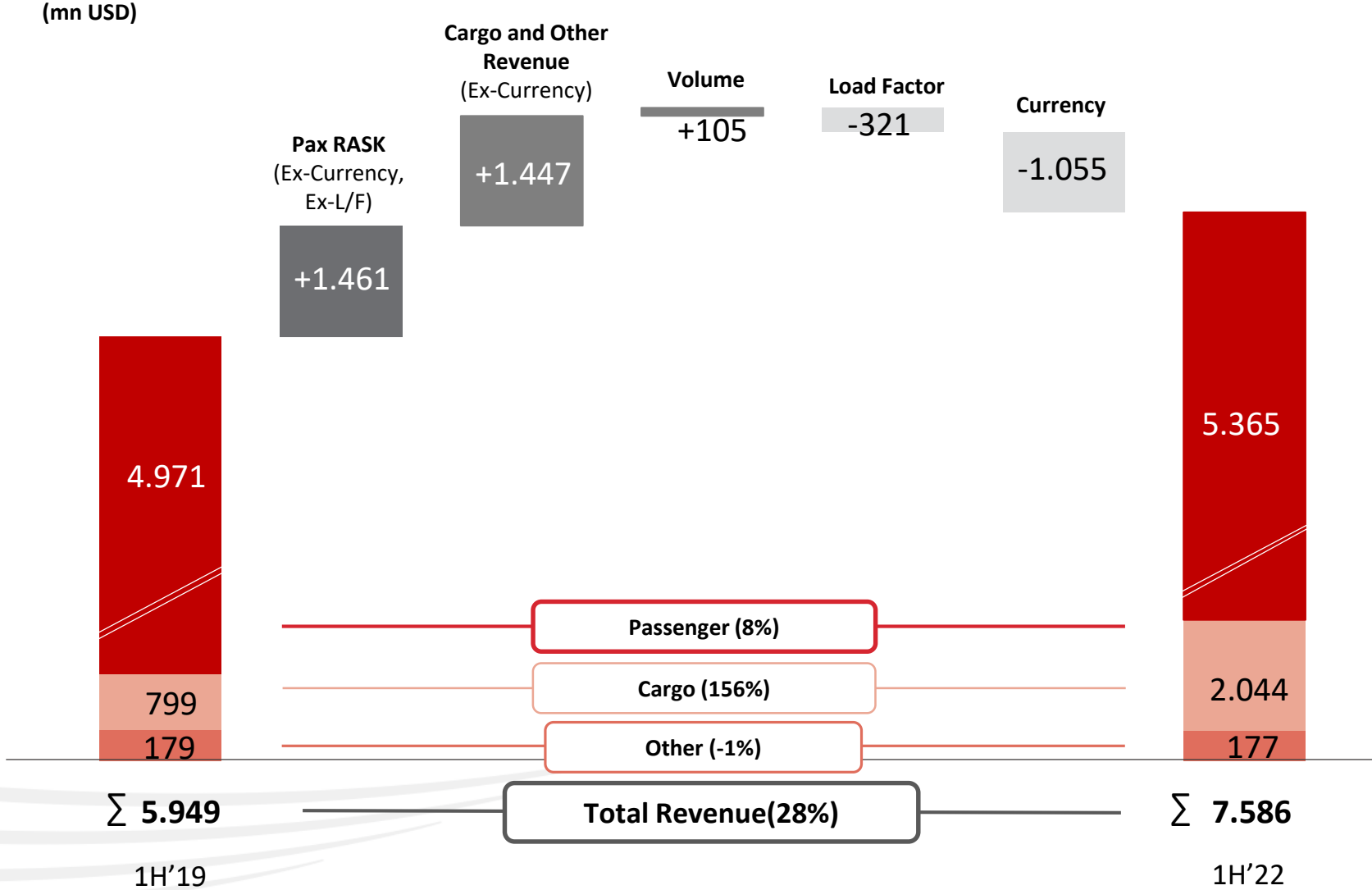
**Profit From Main Operations** reached to **530 million USD**.

**EBITDAR Margin** recorded as **25%** above 2019 level.

# Revenue Development (2Q'22 vs 2Q'19)

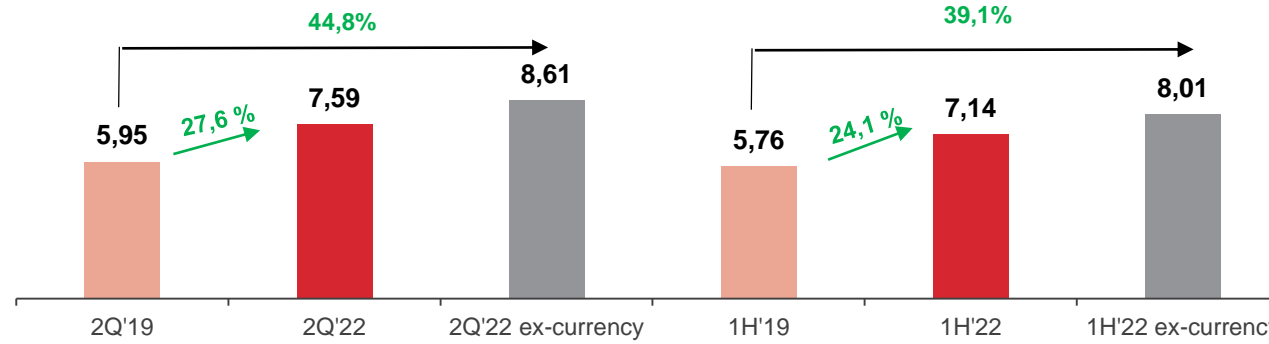


# Revenue Development (1H'22 vs 1H'19)

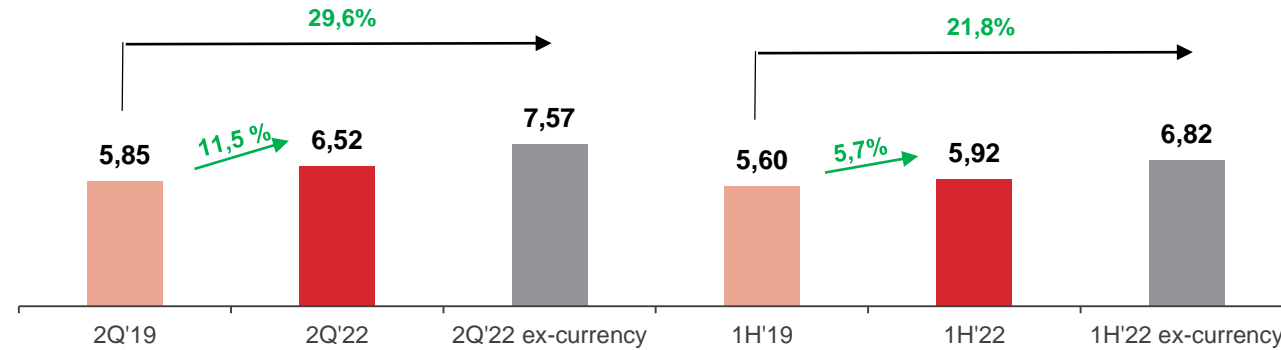


# Unit Revenue Development

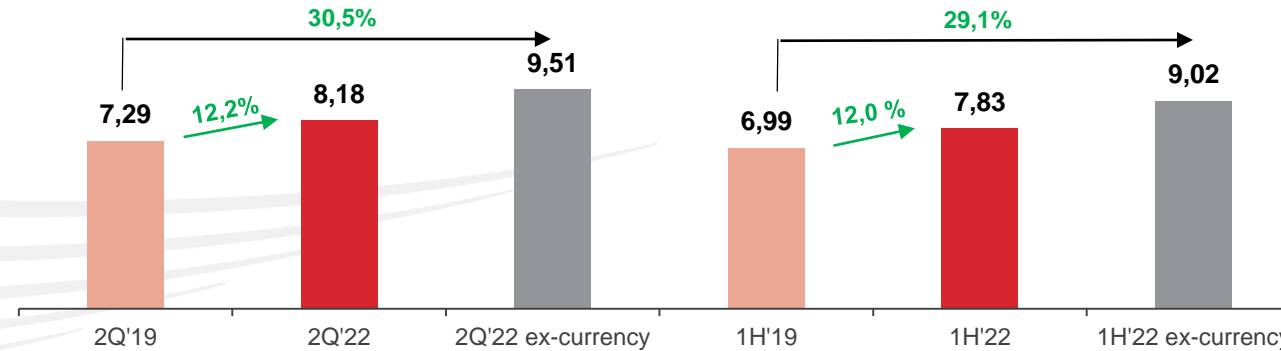
## RASK2 (incl. ACTK) (USc)



## Passenger RASK (USc)



## Revenue Yield (R/Y) (USc)



# Regional Yield Development in USD (2022 / 2019)



## AMERICAS

	1H	2Q
ASK	65,8%	77,6%
RASK2 (incl. ACTK)	19,9%	22,7%
Passenger RASK	-5,2%	1,0%
R/Y	10,0%	11,7%
R/Y ex-currency	14,0%	16,3%

## EUROPE

	1H	2Q
ASK	2,2%	16,1%
RASK2 (incl. ACTK)	24,2%	25,7%
Passenger RASK	17,7%	19,7%
R/Y	14,7%	12,7%
R/Y ex-currency	22,4%	21,8%

## FAR EAST

	1H	2Q
ASK	-19,1%	-12,4%
RASK2 (incl. ACTK)	40,1%	47,6%
Passenger RASK	-1,2%	12,5%
R/Y	18,8%	19,1%
R/Y ex-currency	23,5%	25,5%

## AFRICA

	1H	2Q
ASK	0,8%	8,4%
RASK2 (incl. ACTK)	22,7%	23,5%
Passenger RASK	7,0%	6,4%
R/Y	10,9%	9,8%
R/Y ex-currency	16,4%	16,6%

## MIDDLE EAST

	1H	2Q
ASK	-22,1%	-14,9%
RASK2 (incl. ACTK)	22,2%	24,6%
Passenger RASK	16,0%	18,4%
R/Y	7,5%	6,0%
R/Y ex-currency	10,1%	9,0%

## DOMESTIC

	1H	2Q
ASK	-15,9%	-8,8%
RASK2 (incl. ACTK)	3,3%	9,1%
Passenger RASK	2,8%	8,6%
R/Y	5,3%	11,5%
R/Y ex-currency	134,2%	149,6%



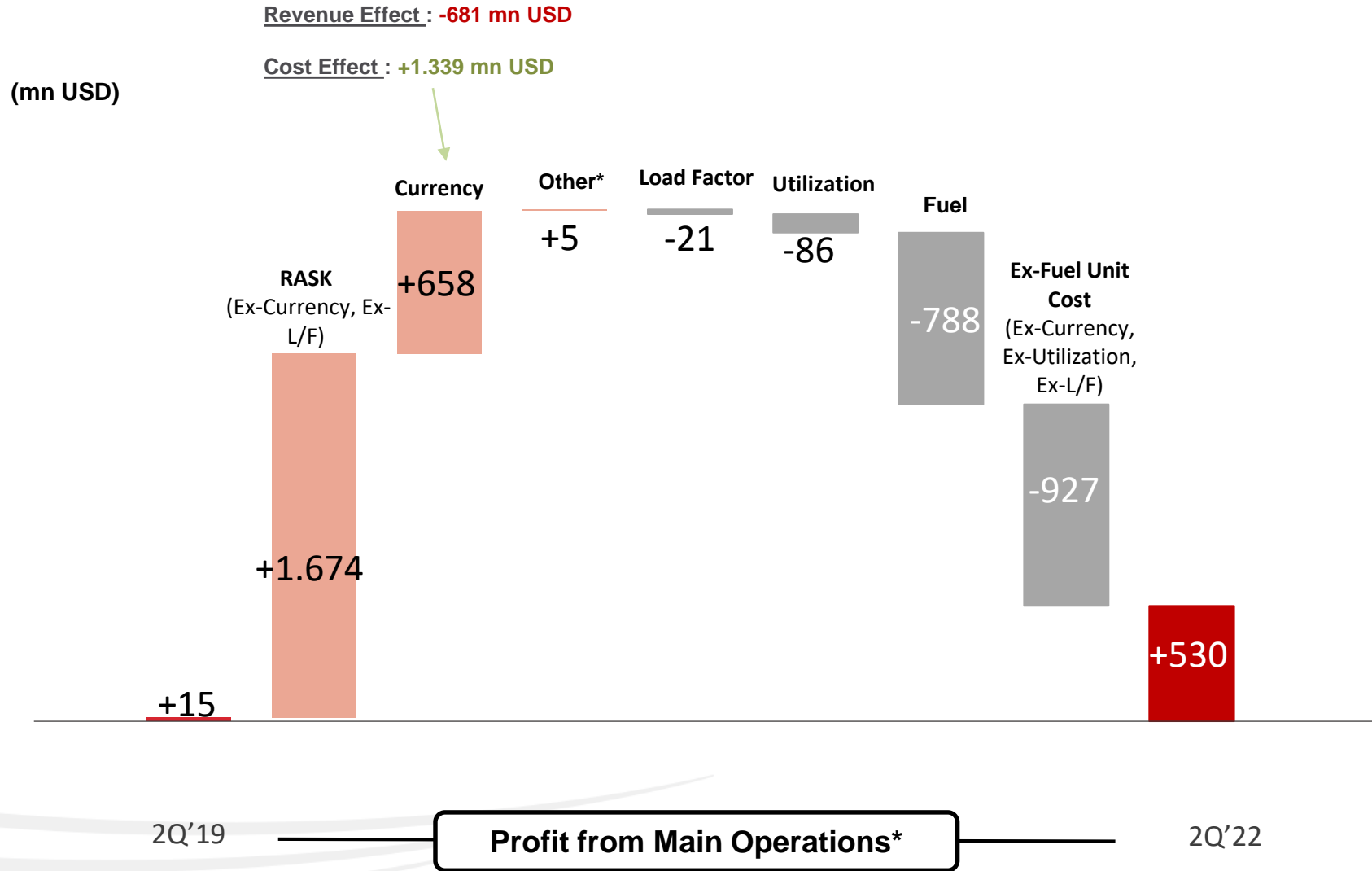
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RASK2: Total Passenger and Cargo Revenue / ASK<sup>2</sup>  
 Revenue Yield (R/Y) Total Passenger Revenue / RPK  
 Passenger RASK: Total Passenger Revenue / ASK

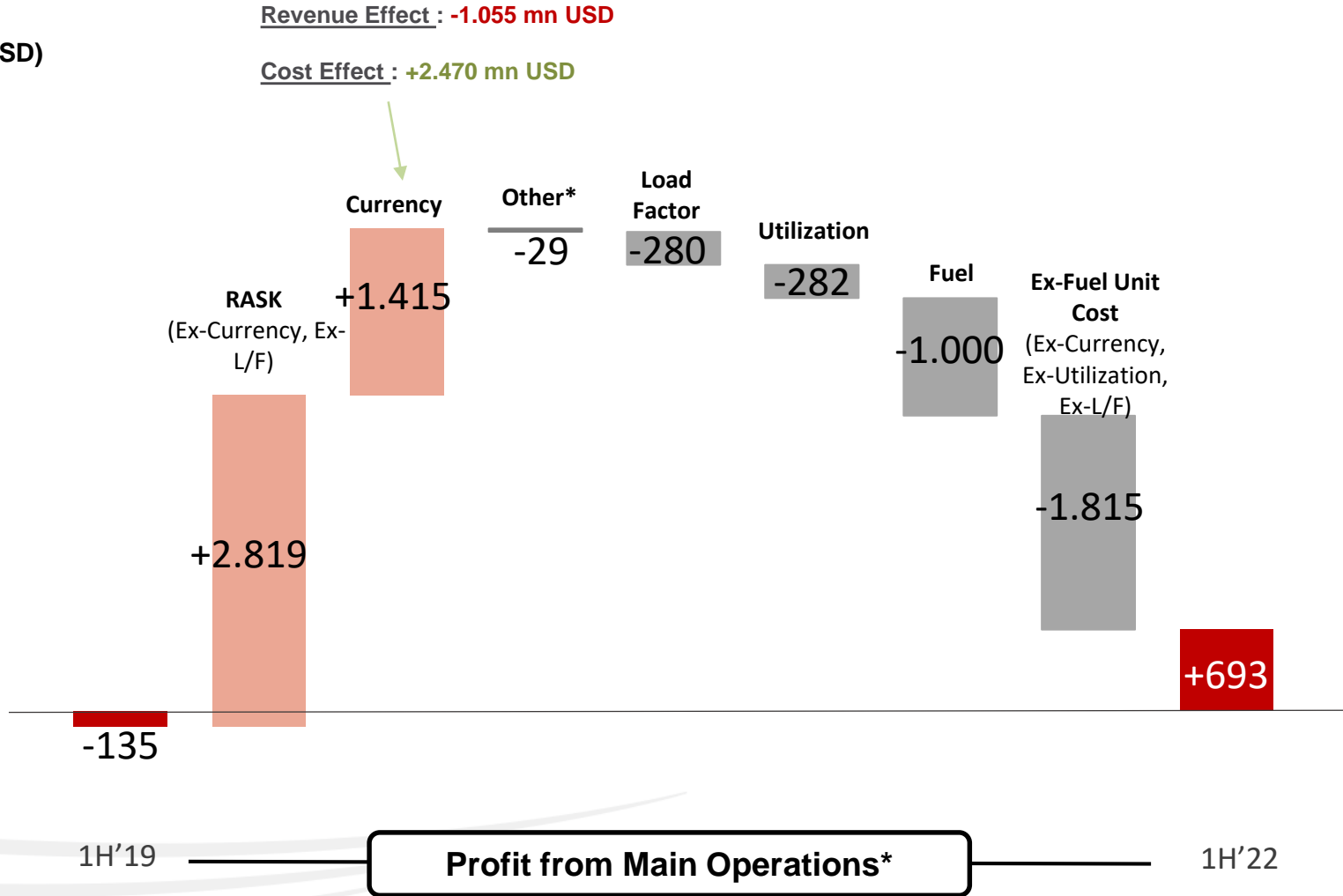
<sup>1</sup>ASK value is adjusted by ACTK in order to include cargo operations as it has a reasonable share in our total cost base.

# Profit From Main Operations Bridge (2Q'22 vs 2Q'19)



# Profit From Main Operations Bridge (1H'22 vs 1H'19)

(mn USD)





## Operational Expense Breakdown

2Q'19	2Q'22	Change	(mn USD)	1H'19	1H'22	Change
981	1.822	85,7%	Fuel	1.836	2.779	51,4%
524	455	-13,2%	Personnel	1.041	898	-13,7%
461	495	7,4%	Aircraft Ownership <sup>1</sup>	895	972	8,6%
303	315	4,0%	Airports & Air Navigation	548	575	4,9%
265	272	2,6%	Sales & Marketing	575	499	-13,2%
202	217	7,4%	Ground Handling	391	399	2,0%
157	149	-5,1%	Passenger Services & Catering	298	246	-17,4%
192	195	1,6%	Maintenance	384	367	-4,4%
86	95	10,5%	Other	174	187	7,5%
<b>3.171</b>	<b>4.015</b>	<b>26,6%</b>	<b>TOTAL</b>	<b>6.142</b>	<b>6.922</b>	<b>12,7%</b>

<sup>1</sup> Includes Depreciation and Aircraft Rent expenses.

## CASK Breakdown

2Q'19	2Q'22	Change	(USc)	1H'19	1H'22	Change
2,13	3,52	65,4%	<b>Fuel</b>	2,07	3,07	48,3%
1,14	0,88	-22,7%	<b>Personnel</b>	1,17	0,99	-15,5%
1,00	0,96	-4,4%	<b>Aircraft Ownership<sup>1</sup></b>	1,01	1,07	6,4%
0,66	0,61	-7,4%	<b>Airports &amp; Air Navigation</b>	0,62	0,63	2,8%
0,57	0,53	-8,6%	<b>Sales &amp; Marketing</b>	0,65	0,55	-15,0%
0,44	0,42	-4,4%	<b>Ground Handling</b>	0,44	0,44	-0,1%
0,34	0,29	-15,5%	<b>Passenger Services &amp; Catering</b>	0,34	0,27	-19,1%
0,42	0,38	-9,6%	<b>Maintenance</b>	0,43	0,40	-6,4%
0,19	0,18	-1,6%	<b>Other</b>	0,20	0,21	5,3%
<b>6,88</b>	<b>7,75</b>	<b>12,7%</b>	<b>CASK</b>	<b>6,92</b>	<b>7,64</b>	<b>10,4%</b>
4,75	4,23	-10,8%	<b>Ex-Fuel CASK</b>	4,85	4,57	-5,8%
6,10	6,86	12,5%	<b>CASK2 (incl. ACTK)<sup>2</sup></b>	6,13	6,67	8,9%
4,21	3,75	-11,1%	<b>Ex-Fuel CASK2(incl. ACTK)<sup>2</sup></b>	4,30	3,99	-7,0%

<sup>1</sup>includes Depreciation and Aircraft Rent expenses.

<sup>2</sup>ASK value is adjusted by ACTK in order to include cargo operations as it has a reasonable share in our total cost base.

## Selected KPI's

2Q'19	2Q'22	Change		1H'19	1H'22	Change
718	1.256	75,1%	<b>Fuel Price (Usd/ton)</b>	698	1.084	55,4%
3,29	3,10	-5,8%	<b>Fuel Consumption (lt) per 100 ASK2<sup>1</sup></b>	3,28	3,09	-5,9%
1.242	1.273	2,5%	<b>Aircraft Ownership Cost per BH</b>	1.251	1.429	14,3%
517	501	-3,0%	<b>Maintenance Cost per BH</b>	537	540	0,6%
1.652	1.848	11,9%	<b>Handling Cost per Landing</b>	1.663	1.948	17,2%
1.335	1.278	-4,3%	<b>Airports &amp; Air Navigation Cost per km Flown</b>	1.251	1.327	6,1%
8,54	8,17	-4,4%	<b>Passenger Services &amp; Catering Cost per Pax</b>	8,49	7,96	-6,2%
8,3%	6,0%	-2,3 pt	<b>Sales &amp; Marketing Cost / Total Revenue</b>	9,7%	6,6%	-3,1 pt

<sup>1</sup>ASK value is adjusted by ACTK in order to include cargo operations as it has a reasonable share in our total cost base.

## EBITDAR Calculation

2Q'19	2Q'22	Change	EBITDAR (mn USD)	1H'19	1H'22	Change
3.181	4.535	42,6%	Sales Revenue	5.949	7.586	27,5%
2.753	3.598	30,7%	Cost of Sales (-)	5.257	6.137	16,7%
<b>428</b>	<b>937</b>	<b>118,9%</b>	<b>GROSS PROFIT / (LOSS)</b>	<b>692</b>	<b>1.449</b>	<b>109,4%</b>
73	65	-11,0%	General Administrative Expenses (-)	145	134	-7,6%
345	352	2,0%	Marketing and Sales Expenses (-)	740	651	-12,0%
<b>10</b>	<b>520</b>	<b>5100,0%</b>	<b>NET OPERATING PROFIT / (LOSS)</b>	<b>-193</b>	<b>664</b>	<b>-</b>
45	42	-6,7%	Other Operating Income	100	72	-28,0%
40	32	-20,0%	Other Operating Expense (-)	42	43	2,4%
<b>15</b>	<b>530</b>	<b>3433,3%</b>	<b>Profit / (Loss) from Main Operations</b>	<b>-135</b>	<b>693</b>	<b>-</b>
<b>54</b>	<b>48</b>	<b>-11,1%</b>	<b>Adjustments</b>	<b>52</b>	<b>79</b>	<b>51,9%</b>
23	15	-34,8%	Share of Investments' Profit / Loss Accounted by Using The Equity Method	8	10	25,0%
31	33	6,5%	Income From Government Incentives	44	69	56,8%
<b>69</b>	<b>578</b>	<b>737,7%</b>	<b>EBIT</b>	<b>-83</b>	<b>772</b>	<b>-</b>
376	452	20,2%	Depreciation	736	899	22,1%
<b>445</b>	<b>1.030</b>	<b>131,5%</b>	<b>EBITDA</b>	<b>653</b>	<b>1.671</b>	<b>155,9%</b>
74	81	9,7%	Adjusted Operating Lease Expenses <sup>1</sup>	189	135	-28,6%
42	21	-50,0%	Adjusted Short term Lease Expenses (Wet-lease) <sup>2</sup>	77	36	-52,9%
<b>561</b>	<b>1.132</b>	<b>101,8%</b>	<b>EBITDAR</b>	<b>919</b>	<b>1.842</b>	<b>100,4%</b>
<b>17,6%</b>	<b>25,0%</b>	<b>7,33</b>	<b>EBITDAR MARGIN</b>	<b>15,5%</b>	<b>24,3%</b>	<b>8,83</b>

**Notes:** - For 2Q'22 Turkish Technic's contribution to EBITDAR through consolidation is 87 mn USD, compared to 80 mn in 2Q'19.

- For 2Q'22 adjustments for heavy maintenance of operational lease expenses is 76 mn USD compared to 65 mn USD in 2Q'19.



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<sup>1</sup> Adjusted for A/C heavy maintenance

<sup>2</sup> Adjusted for A/C rent and heavy maintenance portion (Aprox. 55%)

# 1H'22 RESULTS

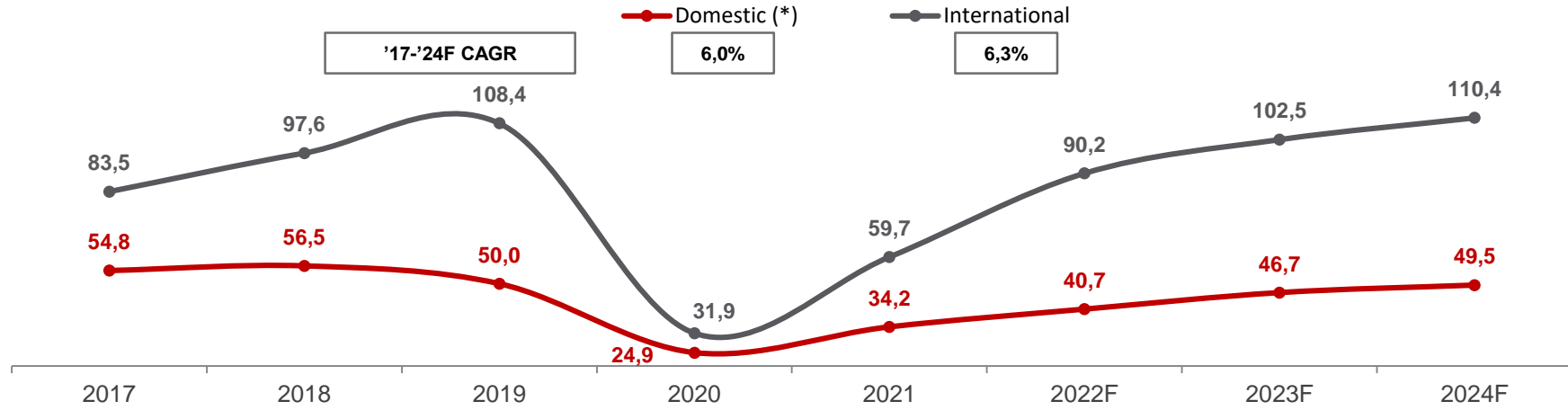


**TURKISH AIRLINES**

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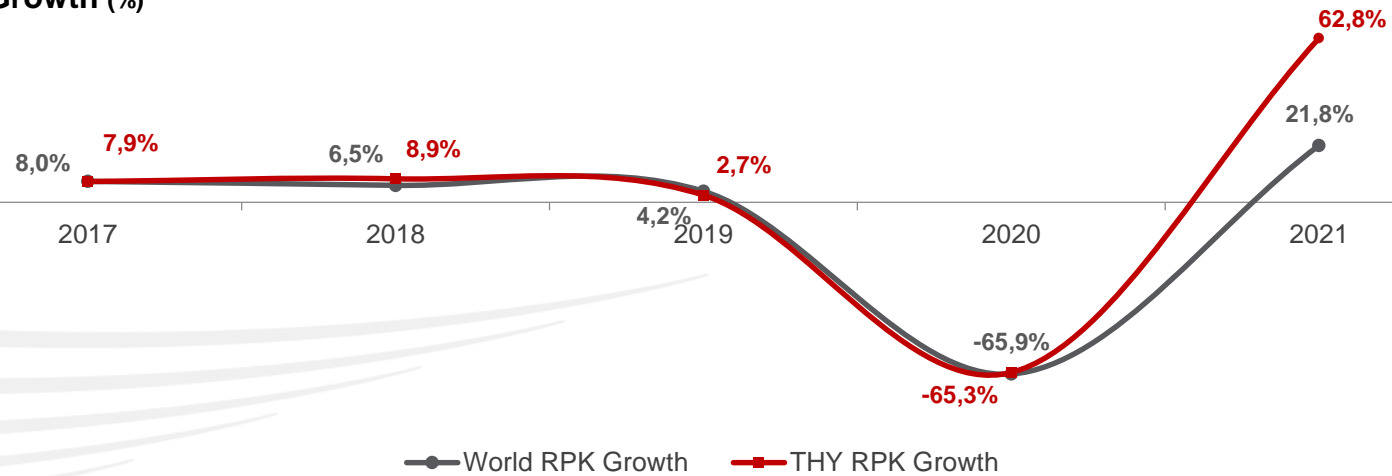


## Turkish Market Growth (mn passengers)

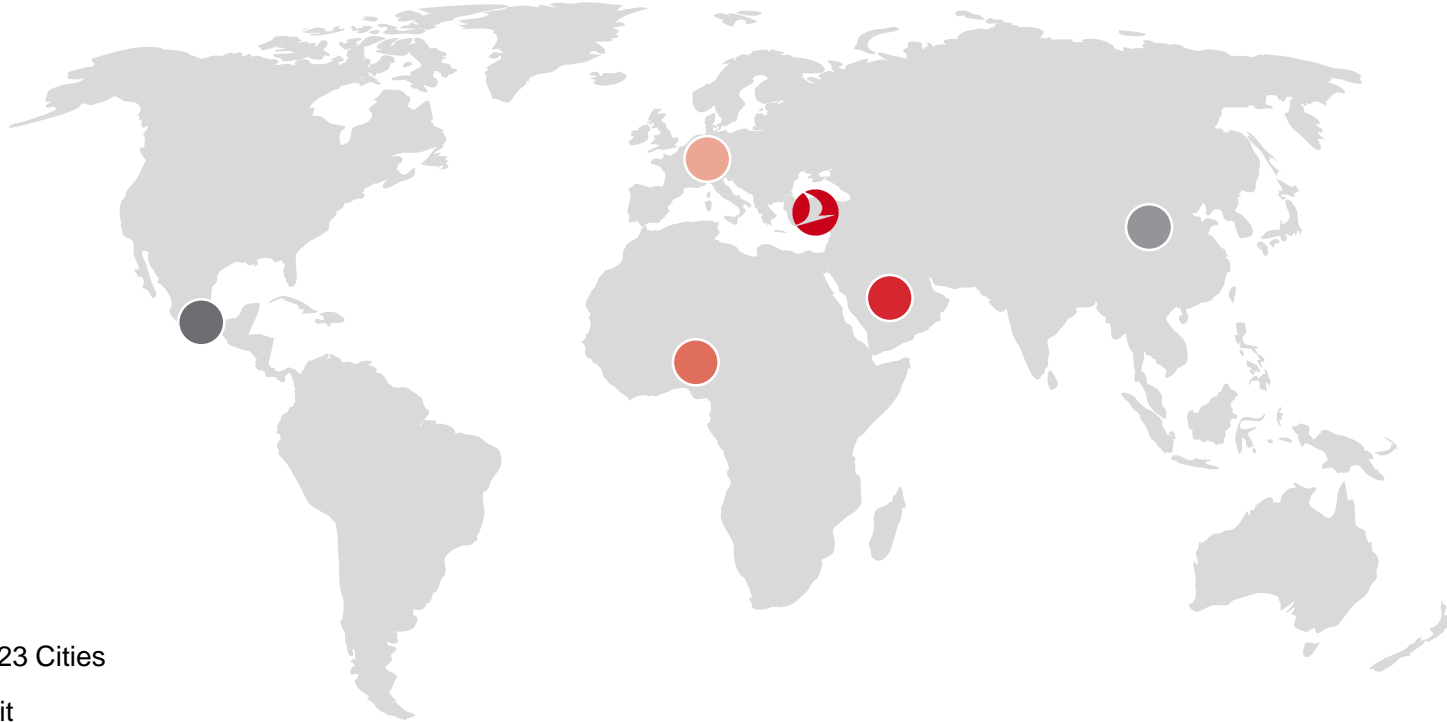


Source: General Directorate of State Airports Authority (DHMI) – April 2022  
 (\*)Adjusted for double count on Domestic Pax

## Annual RPK Growth (%)



# We Fly to 129 Countries and 340 Destinations



## AMERICAS

Current Routes: 9 Countries, 23 Cities

Future Routes: Denver, Detroit

## EUROPE

Current Routes: 43 Countries, 118 Cities

Future Routes: Lankaran, Krakow, Nantes,  
La Coruna, Makhachkala, Palermo

## MIDDLE EAST

Current Routes: 13 Countries, 36 Cities

Future Routes: Abha

## AFRICA

Current Routes: 41 Countries, 62 Cities

Future Routes: Aswan, Hargeisa, Port Sudan

## DOMESTIC

Current Routes: 51 Cities

## FAR EAST

Current Routes: 22 Countries, 45 Cities

Future Routes: Atyrau, Sialkot



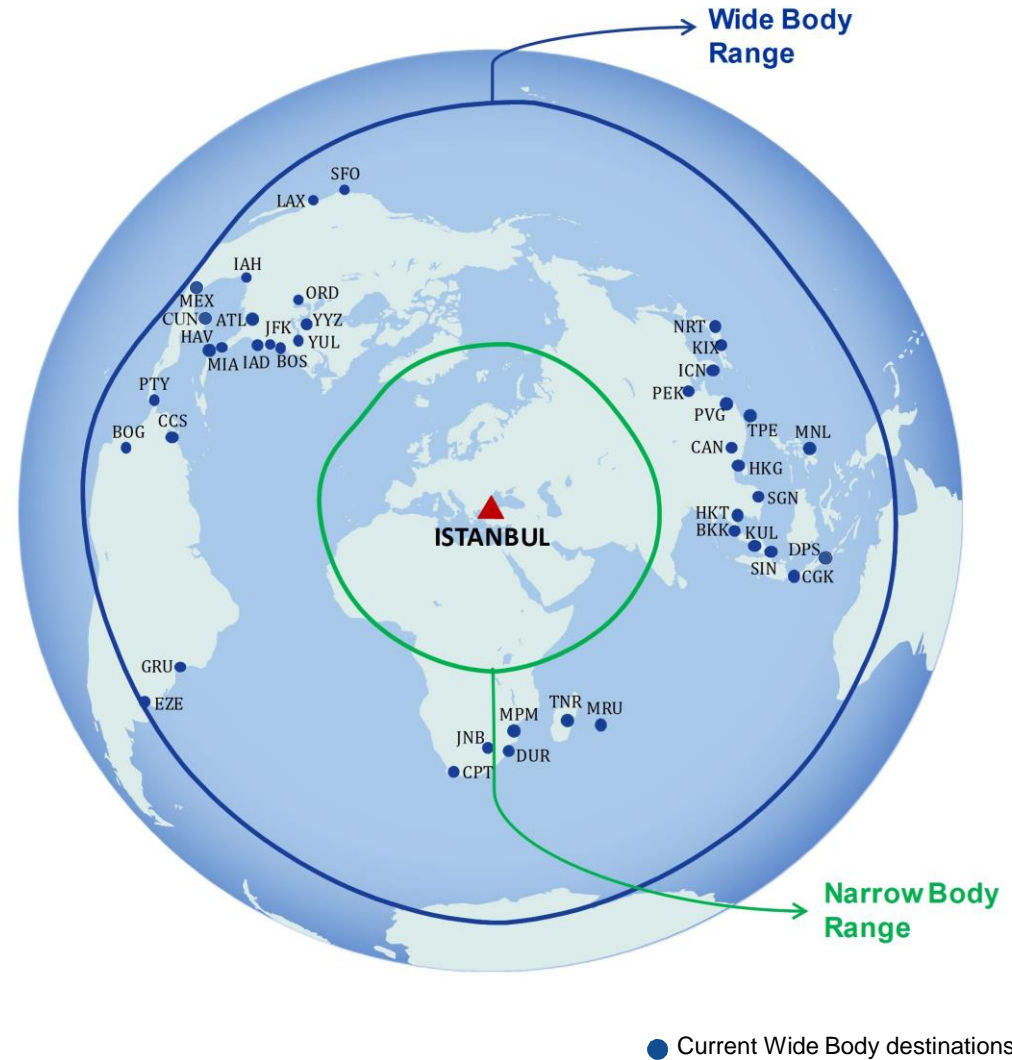
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## Narrow Body Range Capability to and from Istanbul

(with full passenger payload)

- 216 out of 287 international destinations
- More than 40% of world-wide international traffic
- Over 60 national capitals
- All of Europe, Middle East, Central Asia and North and East Africa



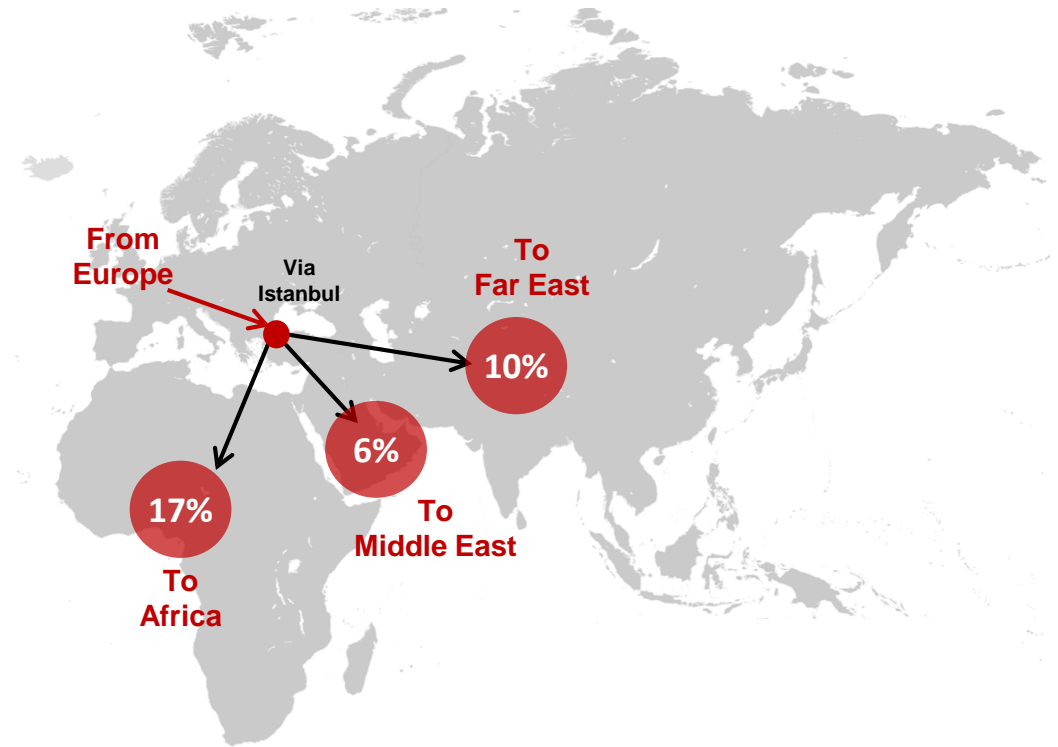




## Airlines Connectivity by Number of O&D Pairs (Top Three)

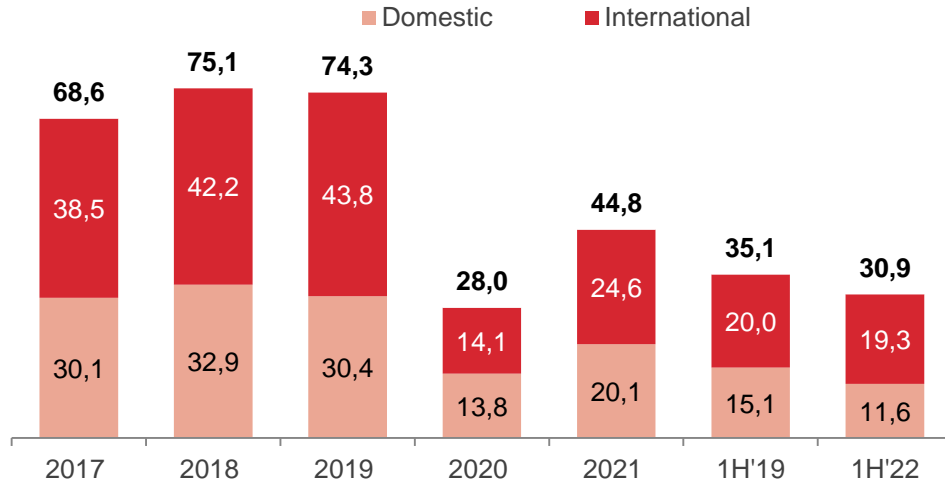
Europe to the World	
Turkish Airlines	16,509
British Airways	12,096
Lufthansa	9,720
Middle East to the World	
Turkish Airlines	8,136
Qatar Airways	2,304
British Airways	1,120
Africa to the World	
Turkish Airlines	11,685
Air France	5,328
British Airways	3,485
Far East to the World	
United Airlines	8,694
Turkish Airlines	8,325
Air China	5,724

## Detour\* Advantage

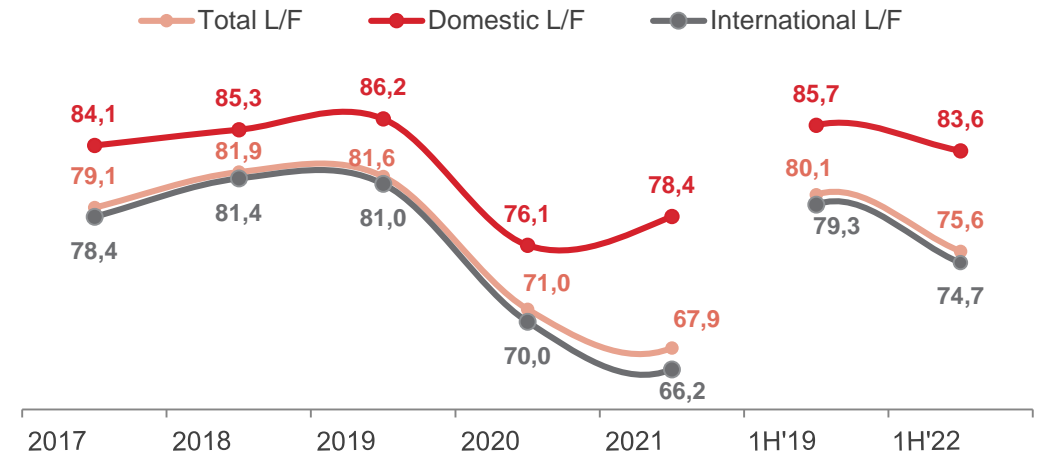




## Total Passengers (mn)



## Load Factor (L/F %)

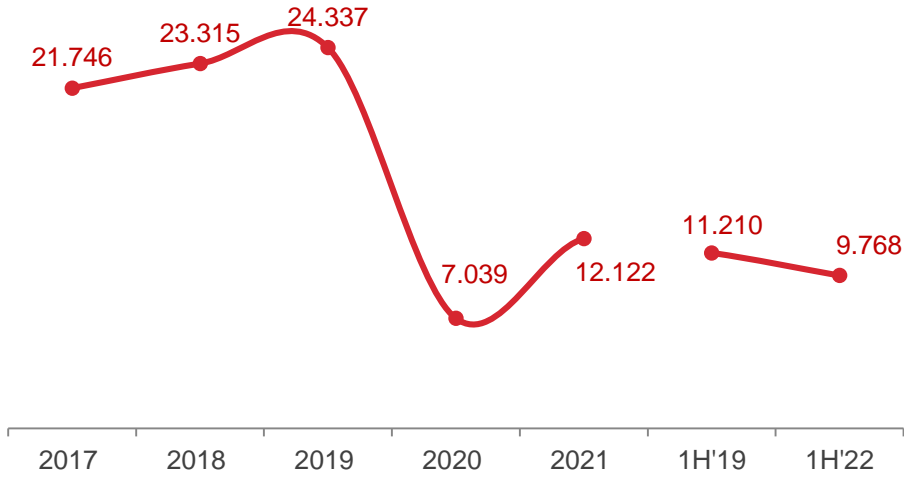


## Traffic Development (2017-2021)

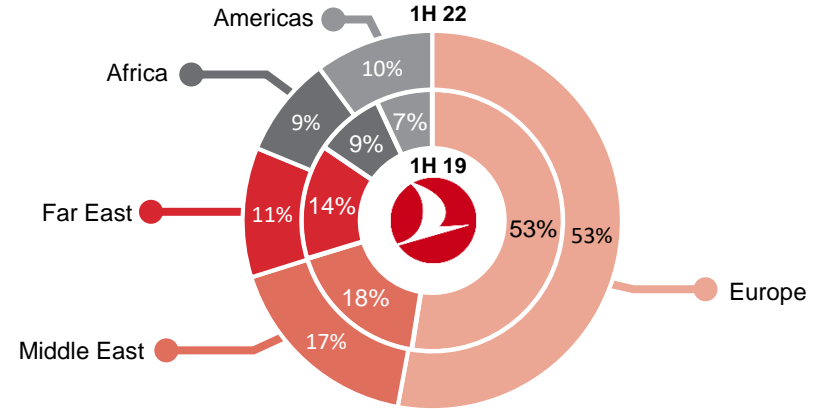
YoY Change (%)	2017	2018	2019	2020	2021
ASK	2%	5%	3%	-60%	-32%
RPK	8%	9%	3%	-65%	-43%
PAX	9%	9%	-1%	-62%	-40%
L/F (Point)	4,6	2,8	-0,3	-10,6	-13,7



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

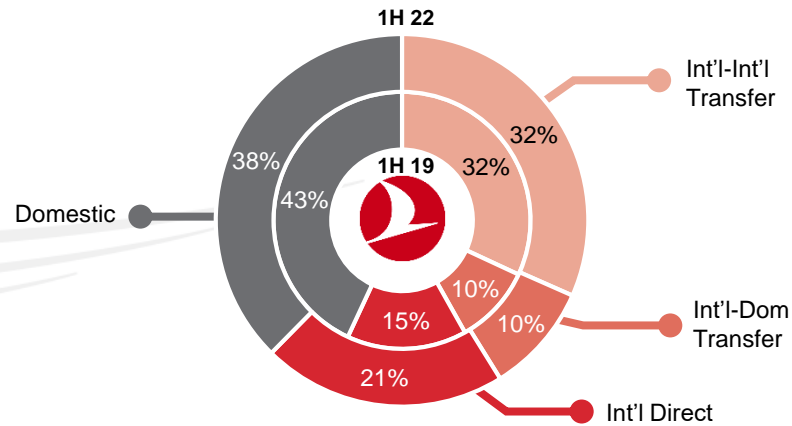


### Int'l Passenger Breakdown by Geography



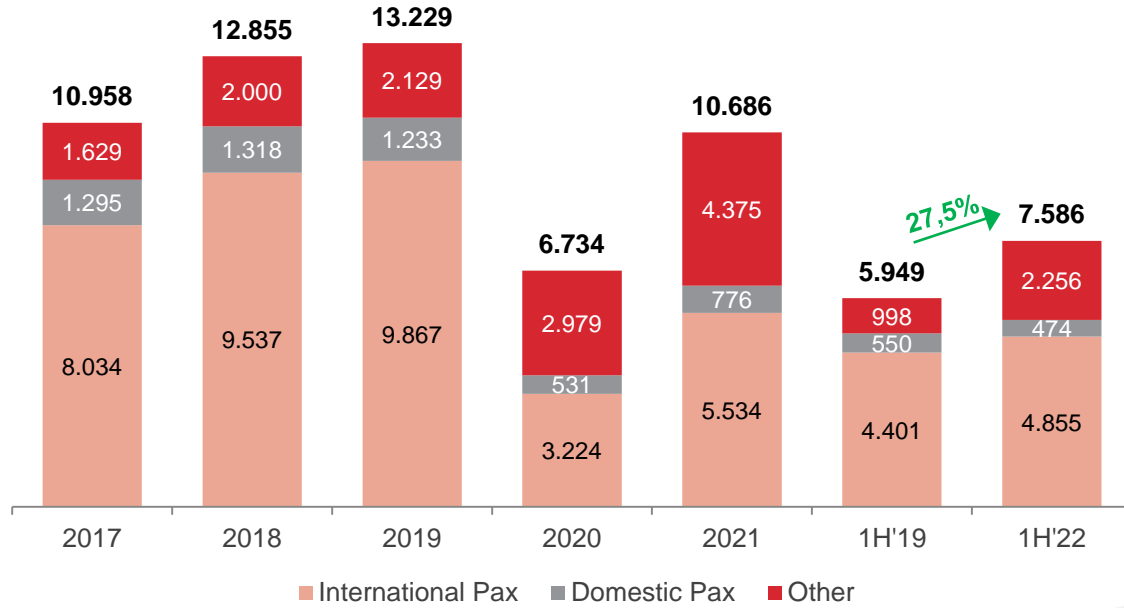
Note: Includes only scheduled passengers.

### Passenger Breakdown by Transfer Type

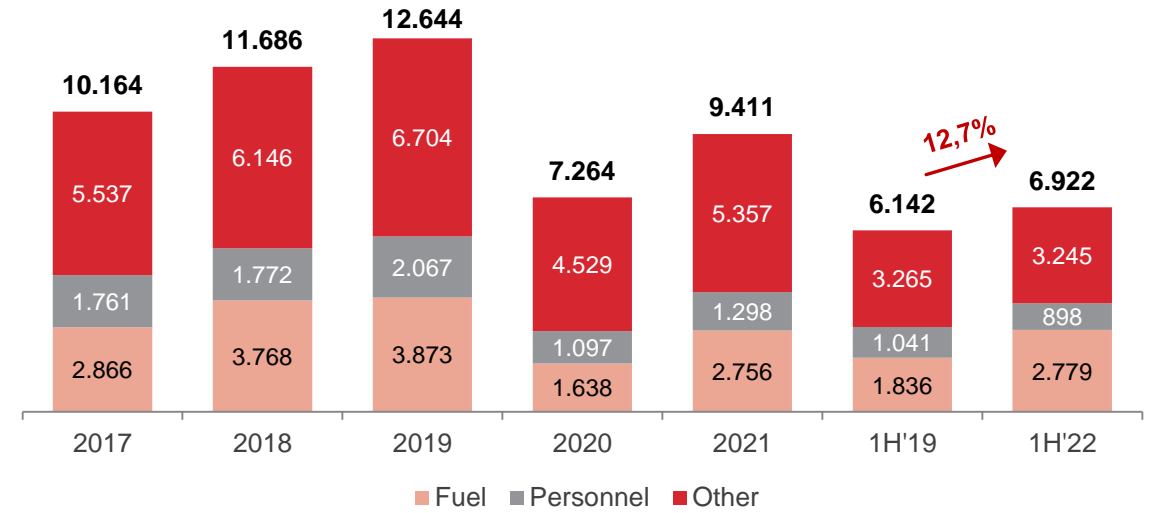




## Revenues (mn USD)

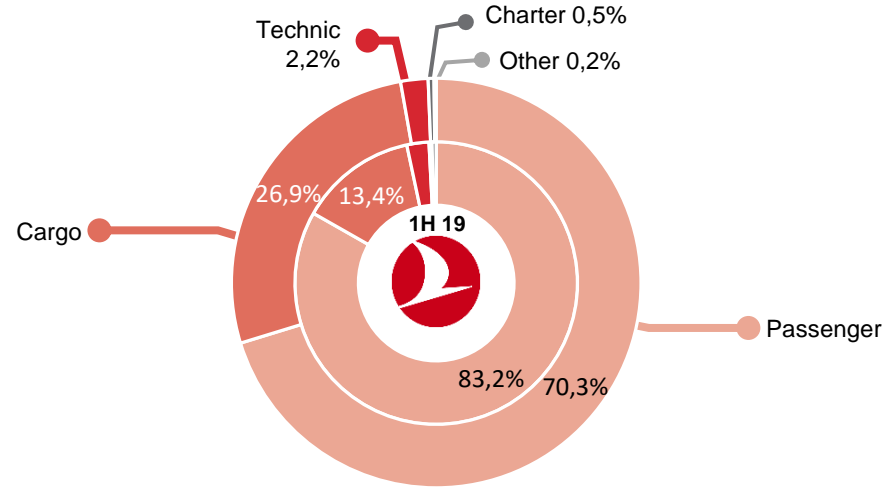


## Expenses (mn USD)

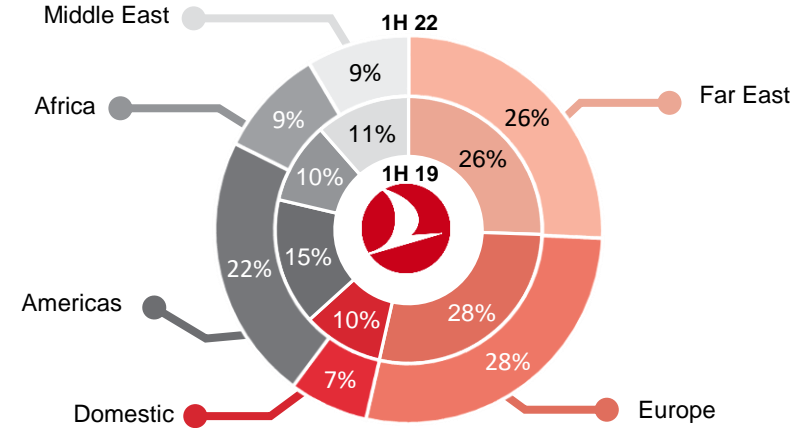




## Revenue by Business Type

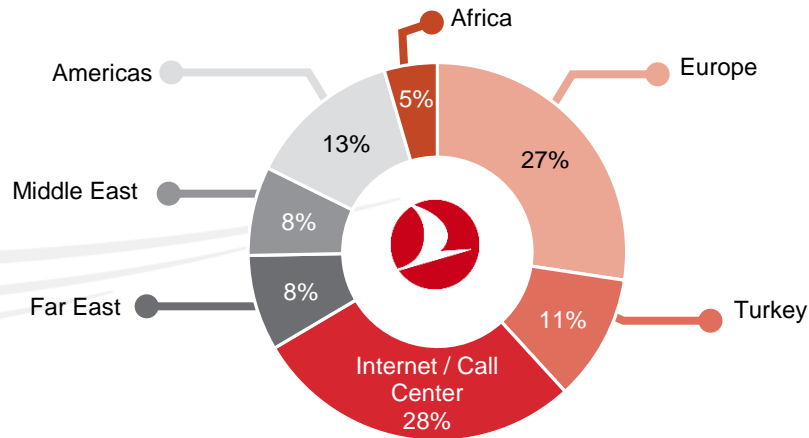


## Revenue by Geography



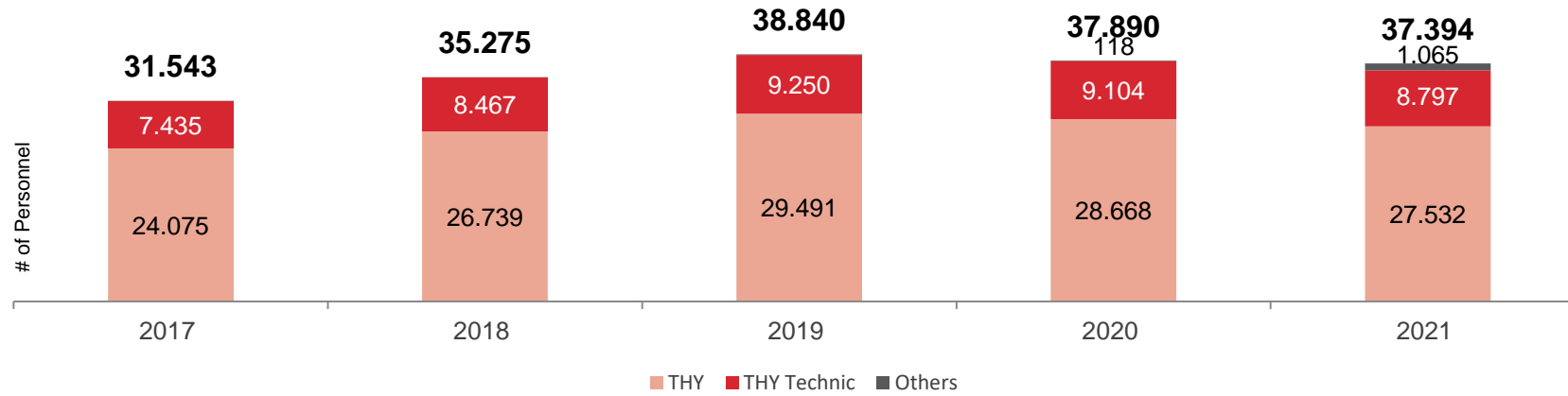
Note: Includes total passenger and cargo revenue

## Revenue by Point of Sale

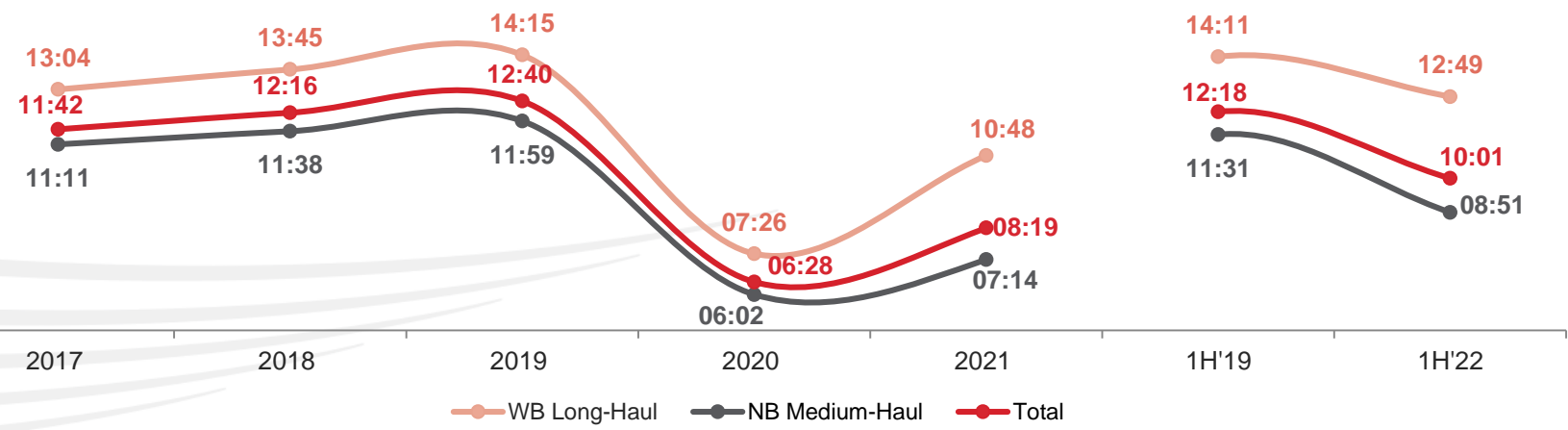


Note: Includes only scheduled passenger revenue

Personnel Efficiency 



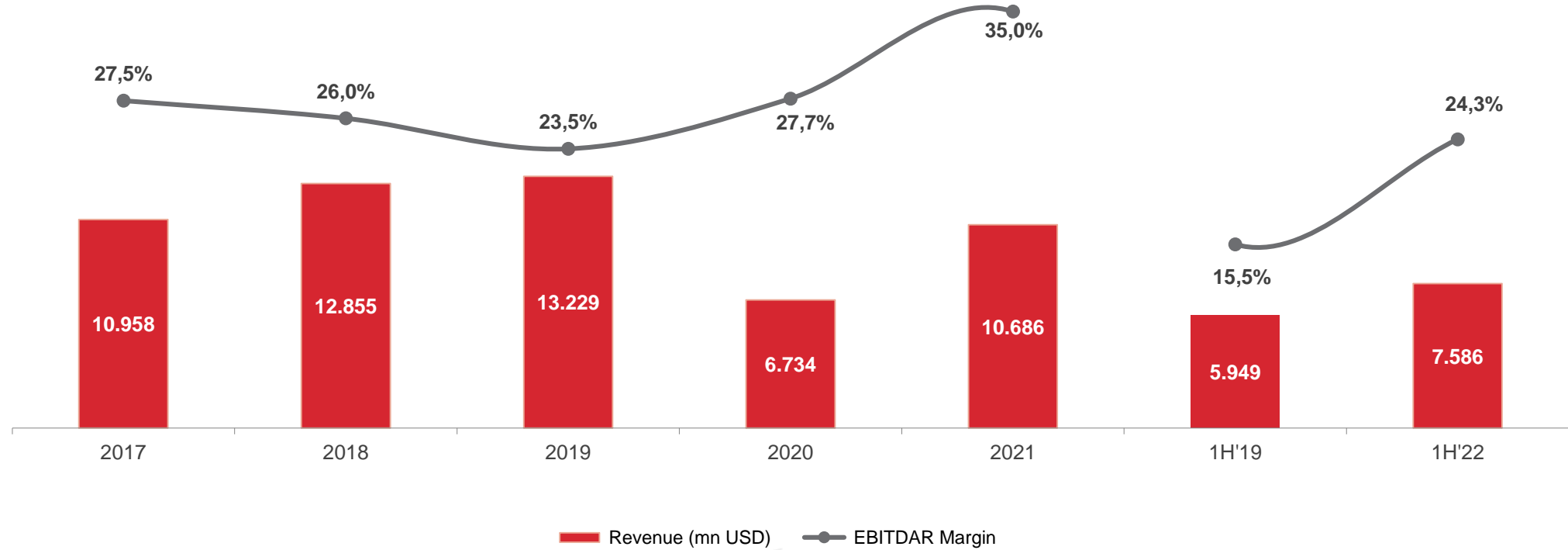
Average Daily Flight Utilization (hrs) 



# EBITDAR Margin



**Avg. EBITDAR Margin (2017-2021): 27,7%**





30.06.2022	Type	Total	Owned	Financial Lease	Opr./Wet Lease	Seat Capacity ('000)	Average Fleet Age
Wide Body	A330-200	13	5		8	3,5	14,4
	A330-300	37		29	8	10,8	8,4
	B777-3ER	33	5	22	6	11,7	8,6
	A350-900	8		8		2,6	1,0
	B787-9	15		15		4,5	2,4
	<b>Total</b>	<b>106</b>	<b>10</b>	<b>74</b>	<b>22</b>	<b>33,1</b>	<b>7,8</b>
Narrow Body	B737-900ER	15		15		2,4	9,1
	B737-9 MAX	5		5		0,8	1,3
	B737-800	80	28	28	24	13,6	11,8
	B737-8 MAX	26		20	6	4,1	1,8
	A321 NEO	33		25	8	6,0	2,1
	A319-100	6	1	5		0,8	11,1
	A320-200	11	11			1,7	14,3
	A321-200	66	28	34	4	12,1	9,9
	B737-800 WL	12			12	2,3	18,2
	<b>Total</b>	<b>254</b>	<b>68</b>	<b>132</b>	<b>54</b>	<b>43,7</b>	<b>9,1</b>
Cargo	A330-200F	10	2	8			8,7
	B777F	8		8			3,5
	Wet Lease	2			2		30,4
	<b>Total</b>	<b>20</b>	<b>2</b>	<b>16</b>	<b>2</b>		<b>8,8</b>
<b>Grand Total</b>	<b>380</b>	<b>80</b>	<b>222</b>	<b>78</b>	<b>76,8</b>	<b>8,7</b>	

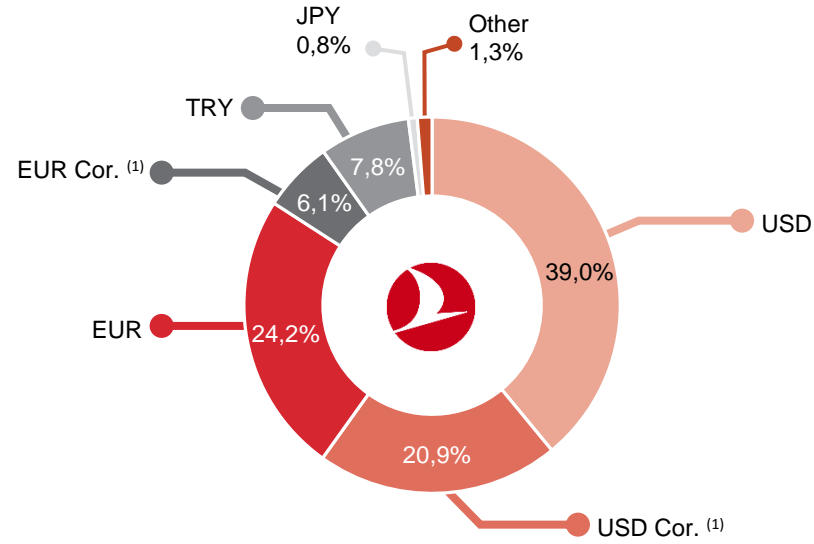
#### Second Quarter New Entries

- 6 B737-8 MAX
- 1 A321-NEO
- 2 A350

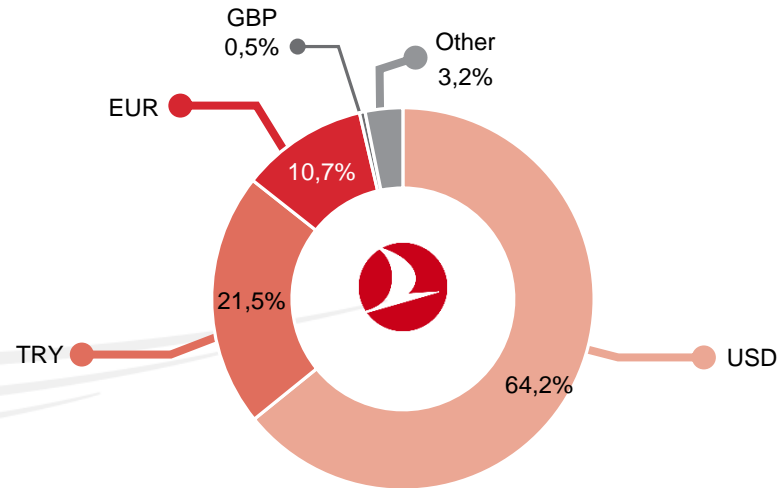




## Revenue by Currency

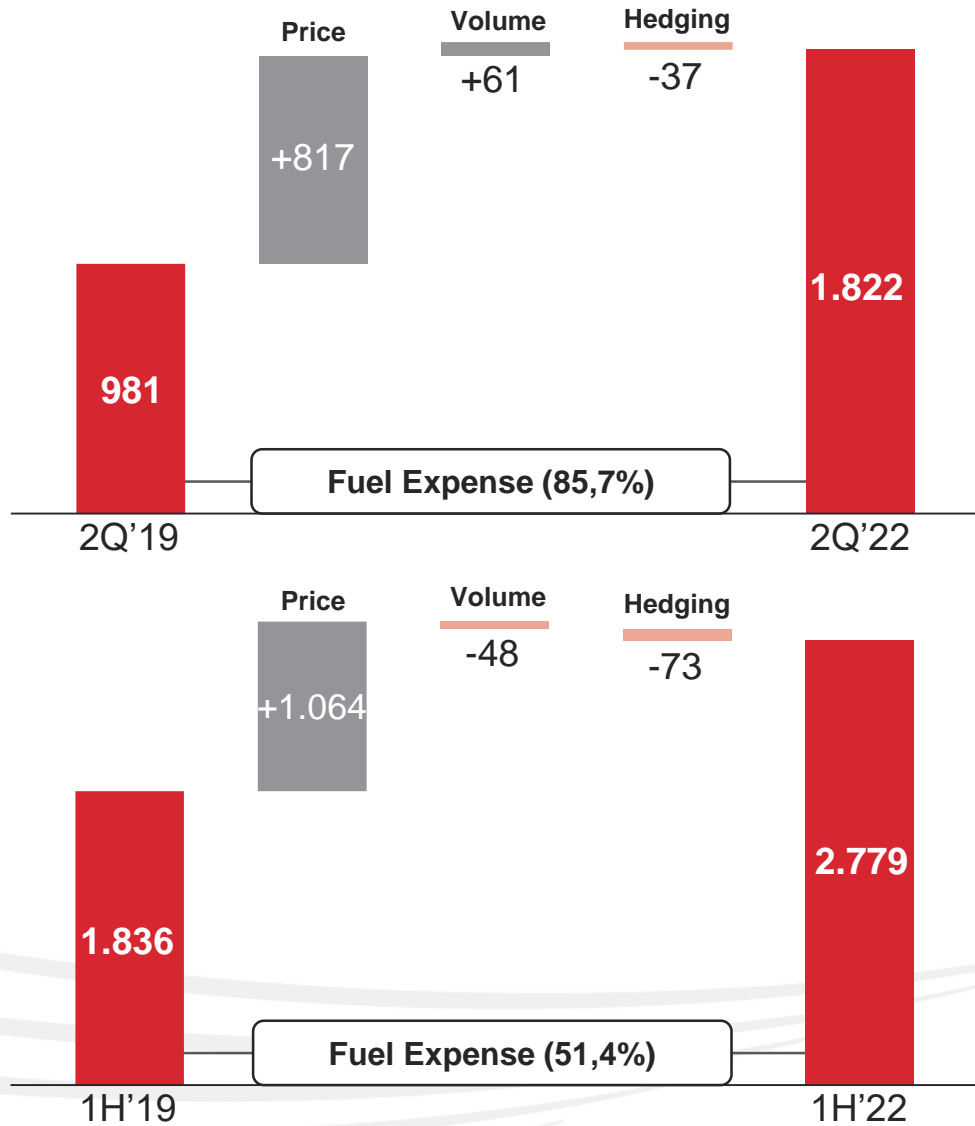


## Expenses by Currency

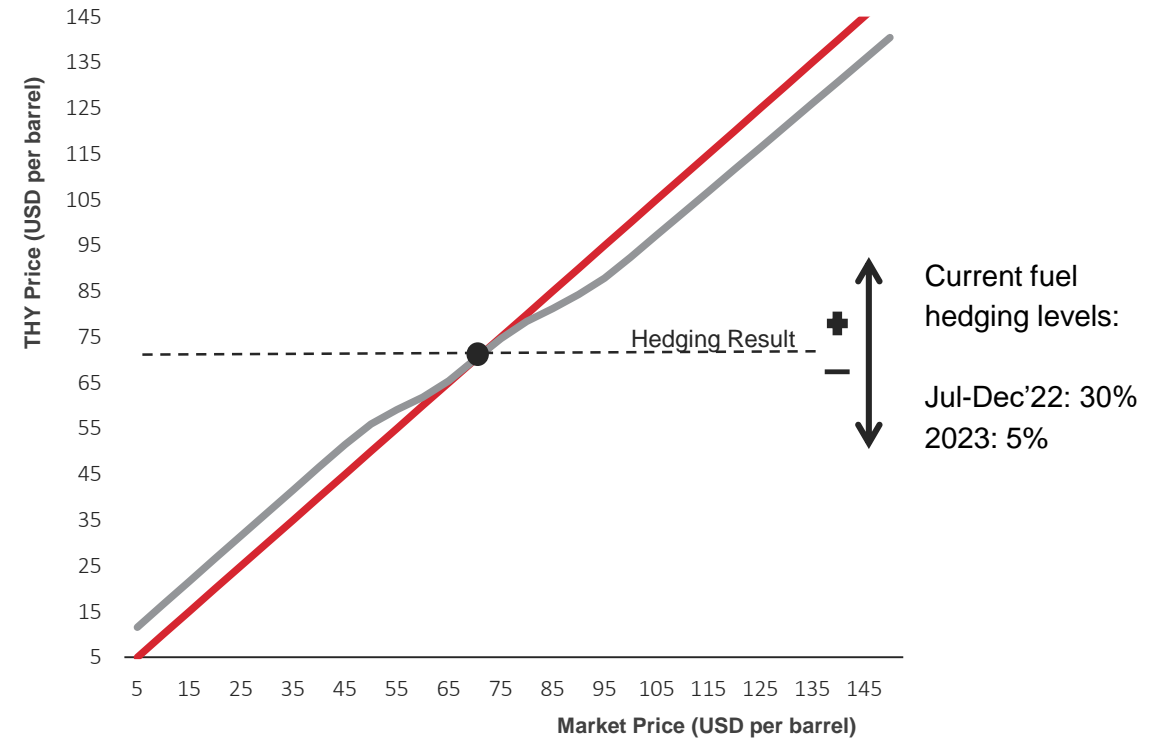


(1) Currencies that have 85% correlation with USD and EUR considered as USD and EUR correlated respectively.

# Fuel Expense Breakdown and Hedging



## Effect of Hedging on the Fuel Price

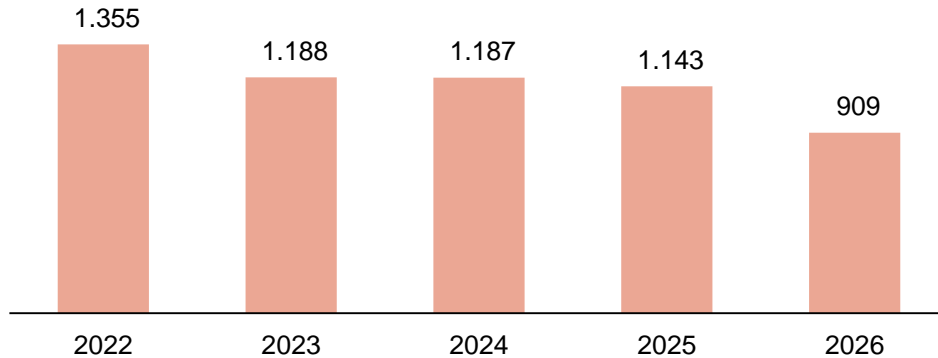


- Descending layered hedging strategy
- Crude oil based swaps and options
- Maximum of 60% for the following month is hedged using derivative instruments depending on the market conditions.

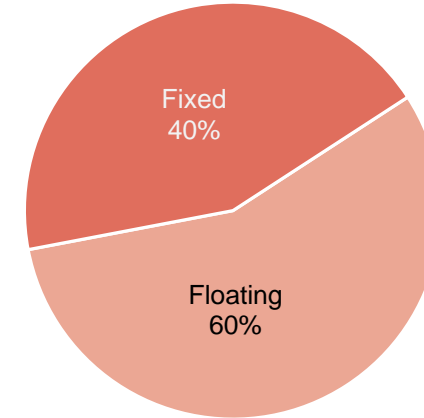


**As of 30.06.2022**  
**Total Financial Lease Liabilities<sup>(1)</sup>: 8,6 bn USD**  
**Operating Leases<sup>(1)</sup>: 1,6 bn USD**

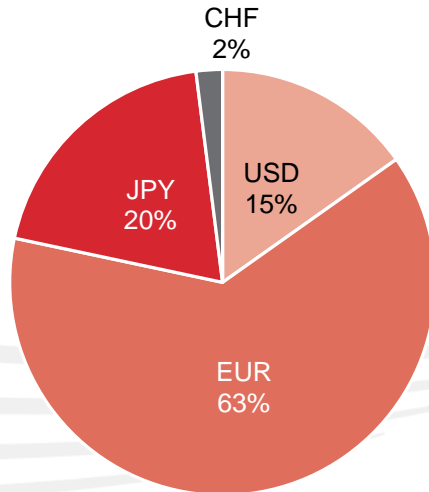
**5 Year Maturity Profile<sup>(2)</sup> (USD mn)**



**Weighted Average Interest Rate<sup>(3)</sup>: 2,84%**



**Currency Breakdown of Financial Lease Liabilities**



(mn USD)	30.06.2022 Total Debt	Maturity	Annual Average Debt Service
USD	1.301	10-12 Years	224
EUR	5.405	10-12 Years	712
JPY	1.683	10-12 Years	290
CHF	172	12 Years	33
<b>Total</b>	<b>8.560</b>		<b>1.258</b>

<sup>(1)</sup>Including interest payments.

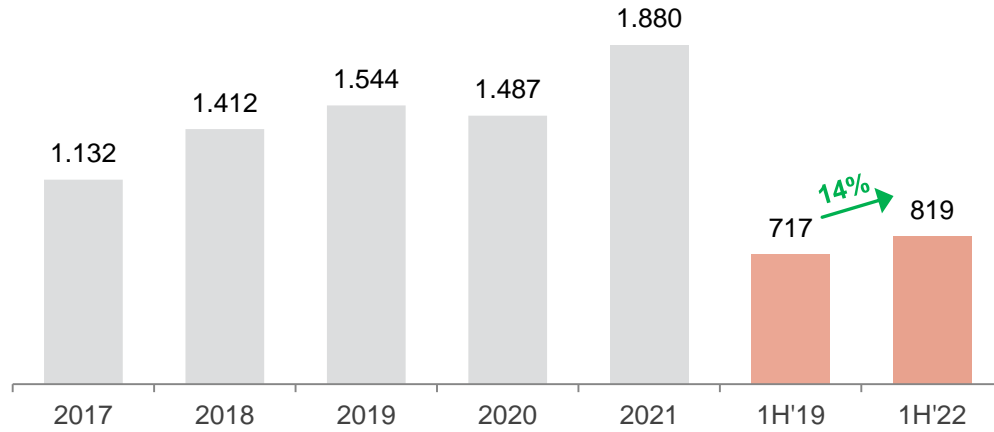
<sup>(2)</sup>Principal payments.

<sup>(3)</sup>Post-Hedge Interest Rate breakdown.

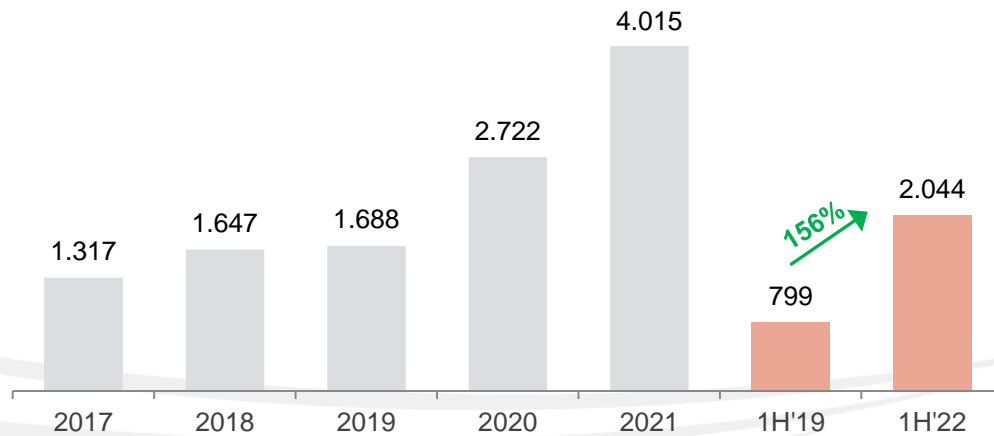
## Cargo Operations



### Cargo Tonnage Carried ('000 Ton)



### Cargo Revenue Evolution (mn USD)



- Turkish Cargo flies to 129 countries with 20 freighters and 360 passenger aircraft.
- In June, Turkish Cargo ranked 4th in WACD list among the top 20 air cargo companies in the world.
- Global market share in both revenue and FTK increased from 4,7% in 2020 to 5,2% in 2021.
- In February 2022, transfer of remaining cargo operations to Istanbul Airport successfully completed.

Source: IATA Economic Performance of the Airline Industry Reports



380 aircraft in the second quarter of 2022

8,7 Average Fleet Age

New Generation Aircrafts With Less Fuel Consumption

IATA CEIV "Pharma, Fresh, Live Animal" Certificates

17.683 tons of fuel savings in the second quarter of 2022

55.702 tons of avoided greenhouse gas emissions

More than 100 Operational Optimization Projects

APEX World Class Award 2022

Sustainable aviation fuel use on the Paris, Oslo, Gothenburg, Copenhagen, London and Stockholm destinations



Bio-fuel Related Research and Development Investments



Voluntary participation in the performance evaluations of international indices and sustainability rating agencies:



## Balance Sheet

Assets (mn USD)	2017	2018	2019	2020	2021	31.06.2022
Cash and Equivalents	2.086	2.155	2.475	1.829	2.682	4.316
Trade Receivables	592	570	540	637	925	1.149
Pre-delivery Payment (PDP) Receivables	117	809	778	731	546	569
Other Current Assets	836	971	977	981	785	1.074
<b>Total Current Assets</b>	<b>3.631</b>	<b>4.505</b>	<b>4.770</b>	<b>4.178</b>	<b>4.938</b>	<b>7.108</b>
Net Fixed Assets	13.002	13.918	3.643	4.145	4.364	4.433
of which Aircraft and Engines*	11.683	12.127	1.493	1.859	2.041	2.078
Rights of Use of Assets	-	-	13.618	14.777	15.110	15.668
Pre-delivery Payment (PDP) Receivables	247	505	761	515	279	282
Other Non-Current Assets	1.317	1.804	15.550	16.692	16.956	17.540
<b>Total Non-Current Assets</b>	<b>14.566</b>	<b>16.227</b>	<b>19.954</b>	<b>21.352</b>	<b>21.599</b>	<b>22.255</b>
<b>Total Assets</b>	<b>18.197</b>	<b>20.732</b>	<b>24.724</b>	<b>25.530</b>	<b>26.537</b>	<b>29.363</b>

Liabilities (mn USD)	2017	2018	2019	2020	2021	31.06.2022
Lease Obligations	8.322	9.509	9.919	11.307	10.244	9.809
Bank Borrowings	744	1.099	3.453	5.394	4.659	3.947
Passenger Flight Liabilities	1.000	1.002	1.032	580	1.216	2.989
Accounts Payable	855	1.022	1.130	861	891	1.286
Other Liabilities	1.930	2.155	2.326	2.005	2.690	3.193
<b>Total Liabilities</b>	<b>12.851</b>	<b>14.787</b>	<b>17.860</b>	<b>20.147</b>	<b>19.700</b>	<b>21.224</b>
<b>Total Shareholders Equity</b>	<b>5.346</b>	<b>5.945</b>	<b>6.864</b>	<b>5.383</b>	<b>6.837</b>	<b>8.139</b>
of which Issued Capital	1.597	1.597	1.597	1.597	1.597	1.597
of which Retained Earnings	3.551	3.760	4.463	5.246	4.406	5.353
of which Differences from Currency Translation	-108	-160	-184	-201	-275	-301
of which Net Profit for the Period	223	753	788	-836	959	737
<b>Total Liabilities &amp; Shareholders Equity</b>	<b>18.197</b>	<b>20.732</b>	<b>24.724</b>	<b>25.530</b>	<b>26.537</b>	<b>29.363</b>

 **TURKISH AIRLINES** \* Before 2019 values include leases. After 2019 values show only unencumbered aircraft & engine values.

## Income Statement

(mn USD)	2017	2018	2019	2020	2021	1H'19	1H'22	Change
Operating Revenue	10.958	12.855	13.229	6.734	10.686	5.949	7.586	28%
Operating Expenses (-)	10.164	11.686	12.644	7.264	9.411	6.142	6.922	13%
of which Fuel	2.866	3.768	3.873	1.638	2.756	1.836	2.779	51%
of which Personnel	1.761	1.772	2.067	1.097	1.298	1.041	898	-14%
of which Depreciation	1.066	1.087	1.521	1.659	1.740	736	899	22%
of which Rent	527	595	311	244	197	159	73	-54%
<b>Net Operating Profit / Loss</b>	<b>794</b>	<b>1.169</b>	<b>585</b>	<b>-530</b>	<b>1.275</b>	<b>-193</b>	<b>664</b>	<b>-</b>
Income From Other Operations	264	165	355	330	174	100	72	-28%
Expense From Other Operations (-)	36	143	64	55	35	42	43	2%
<b>Profit / Loss From Main Operations</b>	<b>1.022</b>	<b>1.191</b>	<b>876</b>	<b>-255</b>	<b>1.414</b>	<b>-135</b>	<b>693</b>	<b>-</b>
Income From Investment Activities (Net)	177	99	89	179	200	8	83	938%
Share of Investments' Profit / Loss	102	123	82	-87	75	8	10	25%
Financial Income	56	129	139	72	101	26	155	496%
Financial Expense (-)	1.078	588	310	835	767	223	193	-13%
<b>Profit Before Tax</b>	<b>279</b>	<b>954</b>	<b>876</b>	<b>-926</b>	<b>1.023</b>	<b>-316</b>	<b>748</b>	<b>-</b>
Tax (-)	56	201	88	-90	64	-113	11	-
<b>Net Profit</b>	<b>223</b>	<b>753</b>	<b>788</b>	<b>-836</b>	<b>959</b>	<b>-203</b>	<b>737</b>	<b>-</b>

## Operational Expense Breakdown

(mn USD)	1H'19	% in Total	1H'22	% in Total	Change
<b>Fuel</b>	<b>1.836</b>	<b>29,9%</b>	<b>2.779</b>	<b>40,1%</b>	<b>51,4%</b>
<b>Personnel</b>	<b>1.041</b>	<b>16,9%</b>	<b>898</b>	<b>13,0%</b>	<b>-13,7%</b>
<b>Landing, Navigation &amp; Air Traffic</b>	<b>548</b>	<b>8,9%</b>	<b>575</b>	<b>8,3%</b>	<b>4,9%</b>
Landing and navigation	285	4,6%	298	4,3%	4,6%
Air Traffic Control	263	4,3%	277	4,0%	5,3%
<b>Sales &amp; Marketing</b>	<b>575</b>	<b>9,4%</b>	<b>499</b>	<b>7,2%</b>	<b>-13,2%</b>
Commissions and Incentives	258	4,2%	228	3,3%	-11,6%
Reservation System	144	2,3%	152	2,2%	5,6%
Advertising	88	1,4%	50	0,7%	-43,2%
Other	85	1,4%	69	1,0%	-18,8%
<b>Depreciation</b>	<b>736</b>	<b>12,0%</b>	<b>899</b>	<b>13,0%</b>	<b>22,1%</b>
<b>Ground Handling</b>	<b>391</b>	<b>6,4%</b>	<b>399</b>	<b>5,8%</b>	<b>2,0%</b>
<b>Aircraft Rent</b>	<b>159</b>	<b>2,6%</b>	<b>73</b>	<b>1,1%</b>	<b>-54,1%</b>
Operational Lease	19	0,3%	7	0,1%	-63,2%
Wet Lease	140	2,3%	66	1,0%	-52,9%
<b>Passenger Services &amp; Catering</b>	<b>298</b>	<b>4,9%</b>	<b>246</b>	<b>3,6%</b>	<b>-17,4%</b>
<b>Maintenance</b>	<b>384</b>	<b>6,3%</b>	<b>367</b>	<b>5,3%</b>	<b>-4,4%</b>
<b>General Administration</b>	<b>53</b>	<b>0,9%</b>	<b>52</b>	<b>0,8%</b>	<b>-1,9%</b>
<b>Other</b>	<b>121</b>	<b>2,0%</b>	<b>135</b>	<b>2,0%</b>	<b>11,6%</b>
<b>TOTAL</b>	<b>6.142</b>	<b>100%</b>	<b>6.922</b>	<b>100%</b>	<b>12,7%</b>
Operating Cost per ASK (USc)	6,92	-	7,64	-	10,4%
Ex-fuel Operating Cost per ASK (USc)	4,85	-	4,57	-	-5,8%
<b>Fixed Costs</b>	<b>1.787</b>	<b>29,1%</b>	<b>1.655</b>	<b>23,9%</b>	<b>-7,4%</b>



## Subsidiaries & Affiliates

30.06.2022	Field of Activity	Revenue (mn USD)	Number of Personnel	Partnership Structure
1 Turkish Airlines	Transportation	4.535*	27.995**	%49 Turkey Wealth Fund - %51 Open to Public
2 Turkish Technic Inc.	MRO	-	8.832	%100 THY
3 Turkish Flight Training and Airport Operations Inc.	Flight Trainings & Airport Operations	-	98	%100 THY
4 Turkish Airlines Airport Real Estate Investment and Management Inc.	Investment & Airport Operations	-	-	%100 THY
5 Turkish Airlines International Investment and Transport Inc.	Transportation & Investment	-	-	%100 THY
6 Turkish Airlines Technology Inc.	IT	-	1.008	%100 THY
7 THY Air Cargo Transport Inc.	Cargo	-	-	%100 THY
8 Sun Express Aviation Inc.	Transportation	454	3.594	%50 THY - %50 Lufthansa
9 Turkish Fuel Services Inc.	Fuel	1430	101	%25 THY - %25 Taya - %25 Demirören - %25 Zirve
10 Pratt&Whitney Turkish Engine Center Co. Ltd.	MRO	210	432	%51 PW - %49 THY Teknik
11 Turkish Opet Aviation Fuels Inc.	Fuel	286	471	%50 THY - %50 Opet
12 Turkish Ground Services Inc.	Ground Services	157	16.462	%50 THY - %50 Havaş
13 Turkish Do&Co Catering Services Inc.	Catering	135	5.037	%50 THY - %50 Do&Co
14 We World Express Limited	Cargo	21	42	%45 THY - %45 ZTO - %10 Pal Air
15 TSI Aviation Seats Inc.	Cabin Interior	5	123	%50 THY & THY Teknik - %50 Kibar Holding
16 Goodrich Turkish Technic Service Center Co. Ltd.	MRO	13	75	%60 Collins Aerospace - %40 THY Teknik
17 Air Albania SHPK	Transportation	-	137	%49 THY - % 41MDN Investment - %10 Albcontrol
18 Turkish Cabin Interior Systems Inc.	Cabin Interior	1	119	%50 THY & THY Teknik - %50 TAI
19 Cornea Aviation Systems Industry and Commerce Inc.	IFE	-	52	%80 THY Teknik %20 Havelan
20 Tax Refund and Intermediation Inc.	VAT Return & Consultancy	-	14	%30 THY - %45 Maslak Oto - %25 VK Holding



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\* Revenue of 100% consolidated subsidiaries are included.

\*\* THY A.O. Personnel



**TURKISH AIRLINES**  
**INVESTOR RELATIONS**

**THANK YOU..**

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