



# SUSTAINABILITY REPORT 2024

EMPOWER YOUR FUTURE

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**TURKISH  
AEROSPACE**





ZAHİDE  
GÜÇLÜ EKİCİ



HASAN HÜSEYİN  
CANBAZ



ATAKAN  
ŞAHİN ERDOĞAN



CENGİZ  
COŞKUN



MURAT  
ARSLAN



TAMER  
GÖNÜL



BAYRAM  
ÇİÇEK



SELÇUK  
SAYKAL



CENGİZ  
COŞKUN

We remember with mercy the martyrs who lost their lives  
On October 23, 2024 in the treacherous attack targeting our  
Company.

We remember with mercy the martyrs who lost their lives On  
December 22, 2024, in the helicopter crash.

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# ABOUT THE REPORT

As Turkish Aerospace, we aim to share our activities in the economic, environmental and social fields with our stakeholders based on participatory, open and transparent management principles in line with our sustainability vision. With our 2024 Sustainability Report, we transparently present our sustainability performance between 01.01.2024 - 31.12.2024 to our stakeholders.

With this report, which we have prepared in accordance with GRI Standards, we share with you the developments in the economic, environmental and social fields that closely concern the agenda of both the world and Türkiye, and the activities carried out by Turkish Aerospace in 2024 in light of these developments. Our report is published in two languages, Turkish and English. The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and the Turkish Sustainability Reporting Standards (TSRS) prepared by the Public Oversight Authority have been taken into consideration. The report also includes the contribution to the United Nations Sustainable Development Goals (UN SDGs) in relation to the activities realized.

The report outlines the impact dimensions of the priority topics identified by reviewing Turkish Aerospace's environmental, social, and governance (ESG) performance priorities. It also presents the company's contributions to the

Sustainable Development Goals (SDGs), stakeholder engagement efforts, and its approach to corporate governance and risk management. Detailed performance indicators are provided in the Appendices section of the report. Unless otherwise specified in the relevant sections, the sustainability performance of Turkish Aerospace's international subsidiaries, affiliates, and joint ventures has not been included in the 2024 Sustainability Report.

Turkish Aerospace's Corporate Development Directorate assumed a coordination role during the reporting period. We value the feedback of our stakeholders on our reporting performance. You can send your questions, feedback and suggestions regarding the Turkish Aerospace 2024 Sustainability Report to [surdurulebilirlik@tai.com.tr](mailto:surdurulebilirlik@tai.com.tr).



# MESSAGE FROM CHAIRMAN OF THE BOARD OF DIRECTORS AND GENERAL MANAGER



Board of Directors  
Ömer Cihad VARDAN



President and CEO  
Dr. Mehmet DEMİROĞLU

**“We Continue to Create Sustainable Value With Our Innovative Projects For A Strong Future.”**

Dear Stakeholders,

We respectfully commemorate our martyrs whom we lost in the treacherous attack targeted our Company on October 23, 2024, and in the helicopter crash that occurred on December 22, 2024 within the scope of the Air Ambulance Project, events that deeply affected us all. We extend our condolences to their families, loved ones, and our entire nation.

Our Company, the pride of our country, continues to contribute to sustainable growth in 2024 with our projects that focus on sustainability in our journey of creating value.

In line with our sustainability vision, we aim to contribute to the sustainable development of our country and the planet by implementing pioneering and sustainable practices in aviation across environmental, social, and governance dimensions for future generations.

We conduct our Company's sustainability activities in compliance with the Sustainable Development Goals, relevant legislation, and national/international agreements, aiming to meet the sustainability expectations of our business partners and customers.

Among industrial organizations in Türkiye, we are the first company entitled to receive the Basic Level Zero Waste Certificate awarded by the Ministry of Environment, Urbanization and Climate Change. As the first company affiliated with the Turkish Armed Forces Foundation to hold the ISO 50001 Energy Management System Certificate, we continue our investments centered on energy efficiency. We experience and share the excitement of many firsts together, and with the development of our original products, we are proud to be a value closely followed not only by our country but also by the whole world.

As Turkish Aerospace (TUSAŞ), we continue to contribute to sustainable growth through our original products in the field of defense and aerospace, and our human-centered, development-focused approach. As a reflection of our vision to be a defense and aerospace company that delivers competitive and original

solutions on a global scale, we achieved the highest sales performance to date in 2024, with sales revenue exceeding \*3.2 billion USD. With an export volume of 723 million USD, we maintained our export performance in 2024. We made significant progress toward our targets through the export of our original products to countries in Asia and Africa, the delivery of aerospace structures to America and Europe, and the signing of new agreements.

On the path to our goals, we continue to support the training of engineers and technicians who will bring pride to our country, investing in people—whom we regard as our most valuable resource—and thus in our future.

Thanks to the valuable contributions of our colleagues, we are progressing as a global player in the aerospace and aviation industry, implementing sustainable practices through the latest technologies. With the contributions of over 15,000 employees, we have taken steps to ensure the necessary competencies and experience to achieve our organizational goals. By embracing continuous development, transformation, and next-generation learning approaches, we have provided training programs and innovative solutions to support the ongoing growth of our workforce. With our human-centered approach, we continue to empower our country and our planet.

With a total of 279 national and international patents and utility models, our Company—recognized as Türkiye's leading brand in R&D management—continued its technology development efforts at full speed in 2024. Thanks to our expanding R&D capacity, we are deepening our intellectual and industrial property portfolio and accelerating technology production processes in collaboration with the open innovation and entrepreneurship ecosystem.

We extend our heartfelt thanks to all our colleagues and stakeholders who have made our achievements possible on this journey of creating sustainable value.

Best regards.

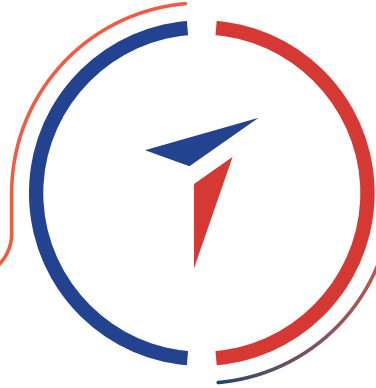
\*Sales revenue is shared on a consolidated basis.

# TURKISH AEROSPACE AT A GLANCE

## OUR MISSION, VISION AND VALUES

### Mission

To provide innovative, sustainable and original solutions that will serve the strategic goals of our country and add value to our national and global stakeholders in the field of defense, aviation and space.



To become a world brand in the field of aviation and space with original products, global competitiveness, pioneering in technology.

### Vision

## Our Values

### Honesty and Reliability

We adhere to the law, Company values and ethical principles in our activities, act honestly and openly, and keep our promises.

### Productivity

We work on the basis of continuous improvement, develop systems that provide added value to our Company by using resources effectively and efficiently without compromising quality, and aim to achieve better.

### Technological and Innovative

We see change as a part of our lives; we follow developments in technology and innovation. We adopt systematic approaches to develop our technological competencies with domestic and national capabilities. We produce innovative solutions centered on our unique products.

### Continuous Learning and Development

We follow global and sectoral developments and lead transformation and innovation. Believing in lifelong learning for all our stakeholders, we support, question and research education and development.

### Sustainability Awareness

We aim to benefit society and the green future by focusing on sustainability awareness in our operations. To this end, we protect our natural resources, we are sensitive to the environment and ecosystem in areas such as energy efficiency, zero waste, recycling and carbon emission reduction, and we take remedial steps. We aim to contribute to the national economy and society through sustainable growth and create opportunities for future generations.

### Adding Value to Stakeholders

We understand the needs and expectations of all our stakeholders and aim to produce solutions that will add value. We act in line with the needs of our country, our national and international customers, we are customer-oriented, we contribute to the development of all our stakeholders, and we run to our goals together.

# TURKISH AEROSPACE AT A GLANCE

## STRATEGY MANAGEMENT IN TURKISH AEROSPACE

“By Integrating Our Strategic Planning Into All Our Operations, We Support Our Sustainable Growth And Continue Our Efforts To Realize Our Mission And Vision In The Most Effective Manner.”

As Turkish Aerospace, we continue our efforts with the vision of becoming a leading aerospace company with global competitiveness and leading technology with our indigenous products.

### OUR STRATEGIC FOCI

#### COMPETITIVE, LOCAL AND NATIONAL PRODUCTS AND SERVICES

- To have global competitiveness and original products,
- To develop competitive products using local and national technologies with the help of local subcontractors,
- Developing disruptive technologies that will bring competitive advantage.

#### FUTURE TECHNOLOGIES AND INNOVATION

- Continuing to increase support for R&D and innovation activities,
- Utilizing the potential of our infrastructure and workforce to develop collaborations and a culture of cooperation,
- To produce pioneering products and solutions in technology by closely following technological developments.

#### BUSINESS EXCELLENCE AND EFFICIENCY

- To maximize cost and efficiency awareness in our Company,
- Increasing efficiency through information technology software and hardware infrastructures with high durability and backup mechanisms,
- To be able to respond to information security threats,
- Increasing digital technology capabilities in business processes and services and implementing them in our processes.

#### EMPLOYEE COMMITMENT AND COMPETENCY

- To provide a workforce with high technological sensitivity, fast learning, versatile and analytical thinking skills, and open to change,
- To have sustainable competent human resources with employees who continuously improve themselves and adopt the principle of lifelong learning,
- To create a pool of qualified and continuously developing employees,
- To create a safe and healthy working environment for our employees.

#### STAKEHOLDER SATISFACTION AND SUSTAINABILITY

- Ensure environmental sustainability and reduce our carbon footprint,
- To increase our energy efficiency and operate in line with international environmental and energy agreements through continuous improvements,
- To be customer satisfaction oriented,
- To rank high in the rankings of defense industry companies.

#### SUSTAINABLE GROWTH

- Protecting our financial health,
- Creating sustainable value in the ecosystem with key collaborations and suppliers.



We conduct our **long-term** strategic planning within the framework of the TUSAŞ 2022-2030 Strategic Plan. Our strategic plan, which we have prepared to support our sustainable growth, focuses on developing our ecosystem, increasing our competitiveness and maintaining our technological leadership.



Our **medium-term management** approach is shaped by continuously analyzing the targets we set within the scope of our strategic plan in line with internal and external dynamics and updating them when necessary. We assess risks and opportunities, take into account the compatibility with our business processes, determine the measures to be taken and plan the necessary actions.



In the **short term**, we create strategic activities that include the duties and responsibilities of the relevant departments/divisions in order to achieve the strategic goals and objectives of our Company, and that include the activities to be carried out during the year, and that transform the goals and objectives into actions. We monitor the progress of these activities every quarter and report regularly in the middle of the year and at the end of the year.

# TURKISH AEROSPACE AT A GLANCE

## STRATEGY MANAGEMENT IN TURKISH AEROSPACE

### STAKEHOLDER COMMUNICATION

“Together on Our Company’s Sustainability Journey”

As part of our sustainability journey, we act with full awareness that establishing sustainable relationships with our stakeholders and managing the levels of impact and significance they have on our Company are critical factors for the success of our sustainability efforts and of strategic importance. We work diligently to identify the key stakeholder groups that influence our operations and are affected by them, and to build sustainable relationships with these groups. Through regular communication with our stakeholders, we evaluate our Company from their perspective and continuously strive to understand and meet their expectations and needs. By engaging with our stakeholders, we uncover the barriers that hinder alignment with our strategies, propose solutions to address these challenges, and work collaboratively with stakeholders to implement those solutions.

By conducting stakeholder analysis, we identify our strengths and weaknesses, as well as opportunities and threats that may impact us positively or negatively—from the perspective of our stakeholders. In this way, we adopt a participatory approach to guide our strategies and ensure that our strategies are embraced by all stakeholders.

In this context, we carry out our activities with an inclusive approach, fully aware that our stakeholder groups comprising our customers, employees, business and public stakeholders, the broader society, strategic partners, and suppliers play a fundamental role in our Company’s sustainability journey.



### STAKEHOLDER MAP

#### OUR CUSTOMERS

At Turkish Aerospace, ensuring customer satisfaction is at the core of our operations. With a customer-centric approach, we make continuous efforts to understand our customers’ needs and meet their expectations. By continuously developing our innovative products and services, fulfilling our contractual obligations on time and in full, and maintaining a commitment to superior quality and flawless production, we aim to continuously enhance the customer experience. We maintain regular communication with our customers and gather their feedback through customer satisfaction surveys. Through regular customer visits and uninterrupted after-sales support, we aim to exceed expectations and actively utilize customer feedback to improve our services.

#### OUR EMPLOYEES

The passion, competence, and commitment of our managers and employees—the cornerstone of our success—play a critical role in achieving our sustainability goals. The well-being and development of our managers and employees lie at the heart of our corporate strategies. We aim to create a fair and supportive work environment. We regularly measure employee satisfaction and carry out activities to improve satisfaction based on the feedback we receive. We offer a variety of training and development programs to support the personal and professional growth of our managers and employees. In addition, we regularly organize occupational health and safety training sessions to ensure that our managers and employees work in a safe environment. In line with our values and ethical principles, we implement fair recruitment and promotion policies. Alongside a collaborative work culture, we also organize motivational events, sports activities, and social club events to enhance employee satisfaction and motivation. These efforts are designed to increase workforce efficiency and ensure the sustainability of our human capital.



# TURKISH AEROSPACE AT A GLANCE

## STRATEGY MANAGEMENT IN TURKISH AEROSPACE

### BUSINESS AND PUBLIC STAKEHOLDERS

We aim to comply with financial, legal, ethical and general management requirements with the valuable support of our business and public stakeholders, who are an important part of our Company's success and growth. In this context, we regularly share our strategic decisions with our shareholders and establish long-term and mutually value-oriented relationships within the framework of transparency and accountability by receiving their feedback through communication channels. Understanding their expectations and respecting their values form the basis for maintaining a long-term business relationship to align with their strategies.

We continuously develop strategies to increase the effectiveness of our sustainability efforts by working in cooperation with our auditors, assessors and public stakeholders to independently evaluate our Company's performance and verify our compliance with international standards. With the feedback we receive from our assessors, we improve our business processes and practices and move towards improvement.

### SOCIETY

We prioritize the economic and social development and welfare of our society and aim to add value to our country and leave a better world for future generations. We play an active role in social responsibility projects and produce solutions that are sensitive to the needs of our society. We make great efforts to support all segments of society through aid campaigns, sector meetings and factory visits. We aim to raise competent young people who have a say in the future through joint projects, training and internship programs, conferences and academic meetings that we develop in cooperation with universities and educational institutions. We participate in fairs organized for university students and communicate with young talents across the country.

We carry out corporate perception and reputation measurements and plan more effective communication strategies and awareness campaigns to strengthen our corporate identity and increase our recognition.

### PARTNERSHIPS AND SUPPLIERS

With our subsidiaries and affiliates, collaborations, suppliers and subcontractors, who play an important role in our Company's growing ecosystem, we are moving forward together to achieve common goals in cooperation in order to realize our Company's founding purpose and vision and to realize our Company's strategies. We organize meetings where strategies that will enable our Company to achieve its long-term growth targets, establish sustainable relationships for production capacity, increase the efficiency of the process and develop the cooperation and supplier ecosystem are shared with our collaborations and suppliers, and feedback and evaluations of companies are received. We provide information transfer to ensure alignment with our strategic goals and objectives, evaluate the obstacles that may be encountered on the way to achieving our goals together, and offer suggestions, feedback and evaluations for solutions to the obstacles. Together, we produce solutions to obstacles, overcome obstacles and move towards our goals step by step. We share examples of good practices in the sector with our collaborations and suppliers, which play a critical role in our success, and mutually transfer our knowledge, know-how and experience, aiming to achieve sustainability goals.



# TURKISH AEROSPACE AT A GLANCE

## STRATEGY MANAGEMENT IN TURKISH AEROSPACE

### OUR STAKEHOLDER COMMUNICATION CHANNELS

| Stakeholder                      | Stakeholder Groups  | Communication / Participation Platform   |
|----------------------------------|---|--|
| Customers                        | <ul style="list-style-type: none"> <li>Partnership/ Production Customers</li> <li>Unique/Integrated Product Customers</li> <li>Product Maintenance and After Sales Support Customers</li> <li>Potential Customers</li> </ul>  | Customer satisfaction survey, trainings, regular visits, factory visits, fairs, direct communication, sales process, product shipment process, after sales communication, external stakeholder survey  |
| Employees                        | <ul style="list-style-type: none"> <li>Employees</li> <li>Managers</li> </ul>   | Employee satisfaction surveys, suggestion sharing platforms, working environment, regular meetings, intranet, motivational activities, sports and social activity club activities, internal stakeholder survey   |
| Business and Public Stakeholders | <ul style="list-style-type: none"> <li>Shareholders</li> <li>Supervisors and Assessors</li> <li>Public Stakeholders</li> </ul>  | General assembly meetings, annual report, sustainability report, board of directors' meetings, performance reports, information disclosures, external stakeholder survey, factory visits, regular visits, regular meetings, audit and evaluation meetings  |
| Society                          | <ul style="list-style-type: none"> <li>Public Opinion</li> <li>Universities and Educational Institutions</li> <li>Potential Employees</li> <li>Press/Media Members</li> <li>Sectoral Organizations, Clusters, NGOs</li> </ul> | Corporate memberships, joint projects, participation in meetings and conferences, external stakeholder survey, career days, internship programs, job interviews, academic meetings, social media, conferences, reputation surveys, sector meetings, stakeholder days, factory visits, donations, website, social media, factory visits, advertising and marketing activities, sustainability reports |
| Collaborations and Suppliers     | <ul style="list-style-type: none"> <li>Subsidiaries and Associates</li> <li>Suppliers and Subcontractors</li> <li>Collaborations</li> </ul>   | Training programs, factory visits, auxiliary industry summits, supplier days, supplier performance scores, supplier collaboration portal, reputation surveys, alignment meetings, external stakeholder survey  |

### CORPORATE PERFORMANCE

We ensure that performance factors are managed in order for our Company to achieve the targeted results in line with its strategic goals and business processes. Through the Cockpit - Watchtower, which is fed by corporate databases, we carry out measurement and evaluation activities of our Company's strategic plan and sustainability goals, and aim to manage our goals effectively. We define performance indicators under the headings of Financial Performance, Operational Performance / Efficiency, Technology, Employee and Sustainability with the Balanced Scorecards we have created based on our Strategic Plan and business process targets, and we continue monitoring, evaluation and continuous improvement efforts with the contributions of our managers.



# TURKISH AEROSPACE AT A GLANCE

## OUR KEY DEVELOPMENTS IN 2024

### JANUARY

#### AXUNGUR TEI-PD170 IN THE AIR FOR 41 HOURS.

AKSUNGUR broke a record by performing 41 hours of continuous flight with Türkiye's first national turbodiesel aviation engine TEI-PD170.



### FEBRUARY

#### NATIONAL COMBAT AIRCRAFT KAAAN MEETS THE SKY!

The first flight of KAAAN, the National Combat Aircraft designed by our Company with domestic capabilities and capabilities, was successfully carried out. Developed by our Company within the scope of the project carried out by the Presidency of Defense Industries (SSB) to meet the combat aircraft requirement of the Turkish Air Forces Command, KAAAN took off from the runway at 08.50 am on February 21, 2024. Türkiye's first national fighter jet stayed in the air for 13 minutes, reaching an altitude of 8,000 feet and a speed of 230 knots. During the first flight, KAAAN performed various tests in the air and was accompanied by an F-16 fighter jet.



#### A GIANT INVESTMENT FROM OUR COMPANY TO KAHRAMANMARAŞ!

Our Company launched the Aerospace Structures Facility in Kahramanmaraş as part of the "Housing and Employment Project." In coordination with the Presidency of Defense Industries (SSB) and under the instructions of President Recep Tayyip Erdoğan, the 5,000-square-meter facility was established to support the recovery of Kahramanmaraş, the epicenter of the catastrophic earthquake on February 6, 2023, and to contribute to regional employment and development.

### MARCH

#### OUR COMPANY BECAME THE TEST CENTER OF THE NATO DIANA PROGRAM.

Our Company has once again achieved a first among Türkiye's defense industry enterprises by becoming a test center within the NATO DIANA program, thanks to its strong infrastructure.

As part of NATO DIANA an accelerator program aiming to bring together the private sector, academia, startups, and end-users to develop dual-use high technologies and preserve NATO's technological superiority our Company was officially approved to serve as a designated test center. This development provides access to firms involved in the NATO DIANA program that possess strategic technologies.



### APRIL

#### CONTRACTS SIGNED FOR OUR NATIONAL PLATFORMS.

A ceremony titled "Manned Air Platforms" was held at the Presidency of Defense Industries (SSB) for the signing of contracts planned to meet the needs of the Turkish Armed Forces (TSK) and the Ministry of Interior. During the ceremony, agreements were signed regarding the deliveries of the HÜRKUŞ New Generation Basic Trainer Aircraft, HÜRJET Jet Trainer Aircraft, and the T625 GÖKBEY General Purpose Helicopter.



### MAY

#### KAAN MADE ITS SECOND FLIGHT.

The National Combat Aircraft KAAAN met with the Sky Homeland for the second time. During the flight, it reached a speed of 230 knots and an altitude of 10 thousand feet. The aircraft landed safely after a successful flight lasting 14 minutes.



### JUNE

#### ANKA III AND HÜRJET ACHIEVED ANOTHER FIRST.

ANKA III, an Unmanned Combat Aircraft developed by our Company, and HÜRJET, a Jet Trainer Aircraft, performed a joint flight. ANKA III and HÜRJET completed their 8th and 66th sorties, respectively, reaching a speed of 165 knots at an altitude of 7 thousand feet during the 50-minute arm flight. Work on HÜRJET, which will take to the skies for the first time on April 25, 2023, began in 2017. Türkiye's first jet-powered supersonic training aircraft, HÜRJET will train fighter pilots. HÜRJET is also intended to replace the T-38, which is used by the Turkish Air Force as a jet trainer aircraft, and the F-5s used in acrotim demonstrations, and to address the updated configurations of the rapidly increasing 5th generation aircraft.



#### AIR PLATFORMS AND DEFENSE SYSTEMS RESEARCH LABORATORY OPENED.

The Aerial Platforms and Defense Systems Research and Design Laboratory was inaugurated with the cooperation of our Company, Manisa Celal Bayar University and industrial partners. The Air Platforms and Defense Systems Research Laboratory, which will be operating for the first time in Türkiye, will carry out activities for design and innovation-oriented product development, research and development of innovative production technologies in aerospace and defense technologies, R&D project collaborations, and the training of researchers among undergraduate and graduate students working on strategic issues for the Company, as well as those who have completed their doctoral studies. In this context, the university's testing infrastructure will be used, project scholarship opportunities will be offered for students, and scientific activities such as conferences, seminars, symposiums, workshops, workshops and panels will be organized in joint working areas.



# TURKISH AEROSPACE AT A GLANCE

## OUR KEY DEVELOPMENTS IN 2024

JUNE

### OUR COMPANY'S RISE CONTINUES



According to the results of the Türkiye's Top 500 Industrial Enterprises 2023 Survey conducted by the Istanbul Chamber of Industry, our Company achieved another great success and ranked 17th in the list. According to the 2023 data, our Company has risen 13 places in the relevant survey compared to the previous year.

JULY

### TÜRKSAT 6A LAUNCHED INTO SPACE.



Domestic Communication Satellite TÜRKSAT 6A was launched into space by SpaceX's Falcon 9 rocket from Cape Canaveral Spaceport in Florida, USA. The launch, which took place on Tuesday, July 9, 2024, at 02:30 Türkiye time, was successfully carried out. Abdulkadir Uraloğlu, Minister of Transport and Infrastructure; Prof. Dr. Haluk Görgün, President of Defence Industries; Dr. Mehmet Demiroğlu, our General Manager; Hasan Mandal, President of TÜBİTAK; and other executives followed the launch from NASA's Kennedy Space Center. The first signal was received approximately 67 minutes after TÜRKSAT 6A reached its temporary orbit. According to preliminary data, all subsystems of the satellite worked as expected. The satellite's solar panels were also successfully switched on. The first orbit raising maneuvers of the satellite, which continues to operate in the temporary orbit, were also successfully completed.

AUGUST

### OUR COMPANY HAS RISEN EIGHT PLACES.



In 2024, our Company ranked 50th in the «Defense News Top 100», which is published every year by Defense News magazine, a military publishing organization based in the United States, based on the previous year's defense sales. In the «Defense News Top 100», which is considered to be the world's most prestigious defense industry list, our Company, which ranked 58th in 2023, rose eight places in the ranking. According to the 2023 defense sales data, our Company, which ranked 50th in the «Defense News Top 100», rose eight places to 50th place, and achieved a great success as the third company among the 100 companies with the highest increase in percentage turnover change.

AUGUST

### OUR 100TH HELICOPTER DELIVERED.

Our Company, which continues to bring indigenous platforms to the aviation ecosystem with the experience it has gained since its establishment in 1973, has delivered our 100th helicopter. On August 6, 2024, the 3rd T70 Utility Helicopter was delivered to the Air Force Command at a ceremony held at our facilities. With this latest delivery, the total number of deliveries of the T129 ATAK Light Attack Helicopter and T70 Utility Helicopter reached 100. The serial production and testing phases of these two helicopters are carried out by our Company. Within the scope of the T70 Utility Helicopter program, 109 T70 Utility Helicopters, to be developed under the prime contractorship of our Company, will be delivered to six different users in Türkiye under the production under license model. Under the contract signed with the Presidency of Defense Industries on September 7, 2007, deliveries of the T129 ATAK Light Attack Helicopter, which was developed using nationally unique capabilities under our company's main contractorship, continue both domestically and internationally.

### AKSUNGUR REACHED ITS 100TH FLIGHT WITH THE NATIONAL ENGINE.

Developed with domestic and national resources, the AKSUNGUR High Payload Capacity UAV continues efforts to nationalize its engine as well. Having performed its first flight with the TEI-PD170 Turbodiesel Aviation Engine in November 2023, AKSUNGUR completed its 100th flight with the national engine in less than a year. In the conducted tests, AKSUNGUR reached an altitude of 30,000 feet with the national engine. Ongoing tests aimed at extending endurance at high altitudes resulted in a maximum single sortie flight time of 45 hours. In total, AKSUNGUR has reached 520 flight hours with the national engine.

### HÜRJET SUCCESSFULLY COMPLETED ITS 100TH FLIGHT.

HÜRJET, the first national manned jet trainer aircraft of our country, which made its first flight on April 25, 2023, successfully completed its 100th flight. The HÜRJET Jet Trainer, which reached a speed of Mach 0.8 at an altitude of 30,000 feet and performed a test flight for 1 hour and 37 minutes, and also performed a small demonstration flight at the end of the test flight on the occasion of its 100th flight. The HÜRJET Project was initiated to replace the T-38 aircraft used for Jet Training and the F-5 aircraft used in Akrotiri demonstrations, and to be included in the Turkish Air Force inventory. The HÜRJET, which is planned to replace Jet Trainer Aircraft with a service life of more than 20 years, is also intended to be used as a jet trainer aircraft that will address the rapidly increasing number of 5th generation aircraft and their updated configurations.



# TURKISH AEROSPACE AT A GLANCE

## OUR KEY DEVELOPMENTS IN 2024

### AUGUST

#### ANKA III SHUT DOWN ITS LANDING GEAR ON ITS LAST FLIGHT.

The ANKA III Unmanned Aerial Vehicle (UAV), indigenously developed by our Company with domestic and national capabilities, has passed an important stage by closing its landing gear in the air during its last test flight. Having crossed a critical threshold by closing the landing gear, ANKA III successfully completed the maneuvering test on the same flight, in addition to the wheel closure test. After 1 hour and 16 minutes in the air, the ANKA III displayed an excellent performance and its capabilities were confirmed. While the tests of the ANKA III continue at full speed, the production of the second prototype of the UAV continues. ANKA III will soon enter mass production.

#### OUR COMPANY HAS BECOME THE LEADER OF THE "R&D 250 SURVEY OF TÜRKİYE".

The results of the "Türkiye R&D 250 Survey", the 11th edition of which was organized this year by Turkishtime, the Economy and Business World Portal, have been announced. According to the announced results, our Company took the leadership position. Our Company, which ranked first in the survey, drew attention with its spending on R&D, which doubled compared to the previous year.

### SEPTEMBER

#### 84th T129 ATAK HELICOPTER DELIVERED.

Within the scope of the T129 ATAK Program, the third and fourth T129 ATAK helicopters were delivered to Nigeria. Following this delivery to Nigeria, the total number of helicopter deliveries reached 84. Along with the 3rd and 4th T129 ATAK helicopters delivered on September 10, 2024, 1,456 2.75-inch unguided rockets, 30 L-UMTAS laser-guided anti-tank missiles and 50 laser-guided CİRİT missiles were also delivered to the Nigerian Air Force. In addition, the 20-millimeter indigenous cannon was delivered to the user for the first time, and the firing activities of the cannon were successfully carried out. Within the scope of the T129 ATAK Program, a total of 84 T129 ATAK helicopters have been delivered so far, including 58 to the Land Forces Command, 13 to the Gendarmerie General Command, three to the Turkish National Police, six to the Philippines Air Force and four to the Nigerian Air Force.

#### ANKA III HIT THE TARGET AT 12 IN ITS FIRST SHOT!

The ANKA III Unmanned Aerial Vehicle (UAV) achieved another milestone by hitting the target dead center in its first live-fire test. Developed by our Company with national capabilities, ANKA III—featuring a delta-wing design—made its first flight on December 28, 2023, and its test flights are ongoing. Intended also for military use, the UAV was equipped with the ASEFLIR-500 Electro-Optical Camera produced by ASELSAN, and weapon integration activities were launched to enable it to carry munitions. As part of this effort, the TEBER-82 Guidance Kit developed by ROKETSAN was mounted under the wing of ANKA III.

ANKA III underwent its first taxi and flight tests with live munitions using the integrated TEBER-82 Guidance Kit. Following these tests, it took off again at 08:30 from Mürted Air Base, located next to our facilities, and reached the Acikir Firing Range in Polatli, Ankara. On its 12th sortie, ANKA III successfully completed its first live-fire test by striking the target with precision.

### OCTOBER

#### HÜRJET BROKE THE SOUND BARRIER.

The HÜRJET Jet Trainer Aircraft, produced by our Company with domestic and national capabilities, reached a speed of 1.01 mach and broke the sound barrier. HÜRJET, which took off from Mürted Airport and completed another important stage by breaking the sound barrier, stayed in the air for 38 minutes on this flight. HÜRJET once again made history as the first indigenous and national aircraft to reach supersonic speed. After this success, HÜRJET, which was on the agenda of the public opinion, had recently made an impact with its first intercontinental flight. High speed and high-altitude tests of HÜRJET, which flew to Egypt and left its mark on the African continent with its demonstration flight over the Giza Pyramids in the country, will continue.

#### "T625 GÖKBEY DELIVERY CEREMONY" HELD

On October 29th Republic Day, our Company gave the Turkish nation an unforgettable gift on the 101st anniversary of our Republic. On October 29, Türkiye's first domestic and national helicopter, the T625 GÖKBEY, was delivered to the General Command of Gendarmerie (Gendarmerie General Command) with a ceremony. At the ceremony held at our facilities for the first delivery of the T625 GÖKBEY Helicopter, Dr. Mehmet Demiroğlu, our General Manager, Prof. Dr. Haluk Görgün, President of Defence Industries, Full-General Ali Çardakçı, Commander of the Gendarmerie General Command, Ali Yerlikaya, Minister of Interior, and Recep Tayyip Erdoğan, our President, delivered their speeches respectively.

### NOVEMBER

#### HÜRJET P2 MADE ITS FIRST FLIGHT.

The second prototype of HÜRJET stayed in the air for 26 minutes and performed various maneuver tests. The first flight to an altitude of 10 thousand feet at a speed of 200 knots was successfully completed.

### DECEMBER

#### HÜRKUŞ II MADE ITS FIRST FLIGHT.

Following the successful completion of all tests, HÜRKUŞ II met with the sky. During the 20-minute flight, it reached an altitude of 6,500 feet and a speed of 140 knots.



# TURKISH AEROSPACE AT A GLANCE

## FIELDS OF ACTIVITY / OUR PRODUCTS AND SERVICES

“In Line With Our Founding Philosophy, We Operate as The Aviation and Space Base Of Our Country With Our High-Tech Original Products, Projects, Technology Centers and R&D Investments.”

As Turkish Aerospace, we are Türkiye's technology center in the design, development, modernization, production, integration and life cycle support processes of integrated aviation and space industry systems, from fixed and rotary wing air platforms to unmanned aerial vehicles and space systems, and we are among the global players in the aviation, space and defense industries. We continue our efforts to increase the number of our domestic and national products every year and to complete the export processes of our original products. Ranking among the top one hundred global players in the aerospace industry, we continue our activities with the following groups.

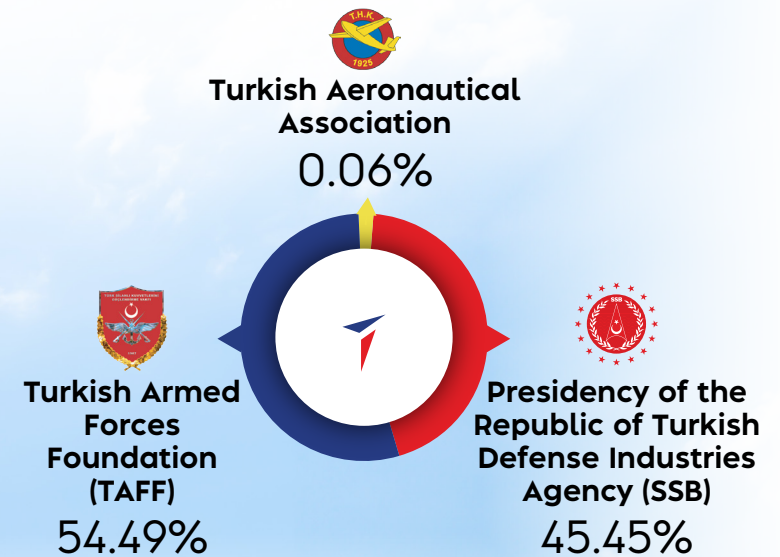
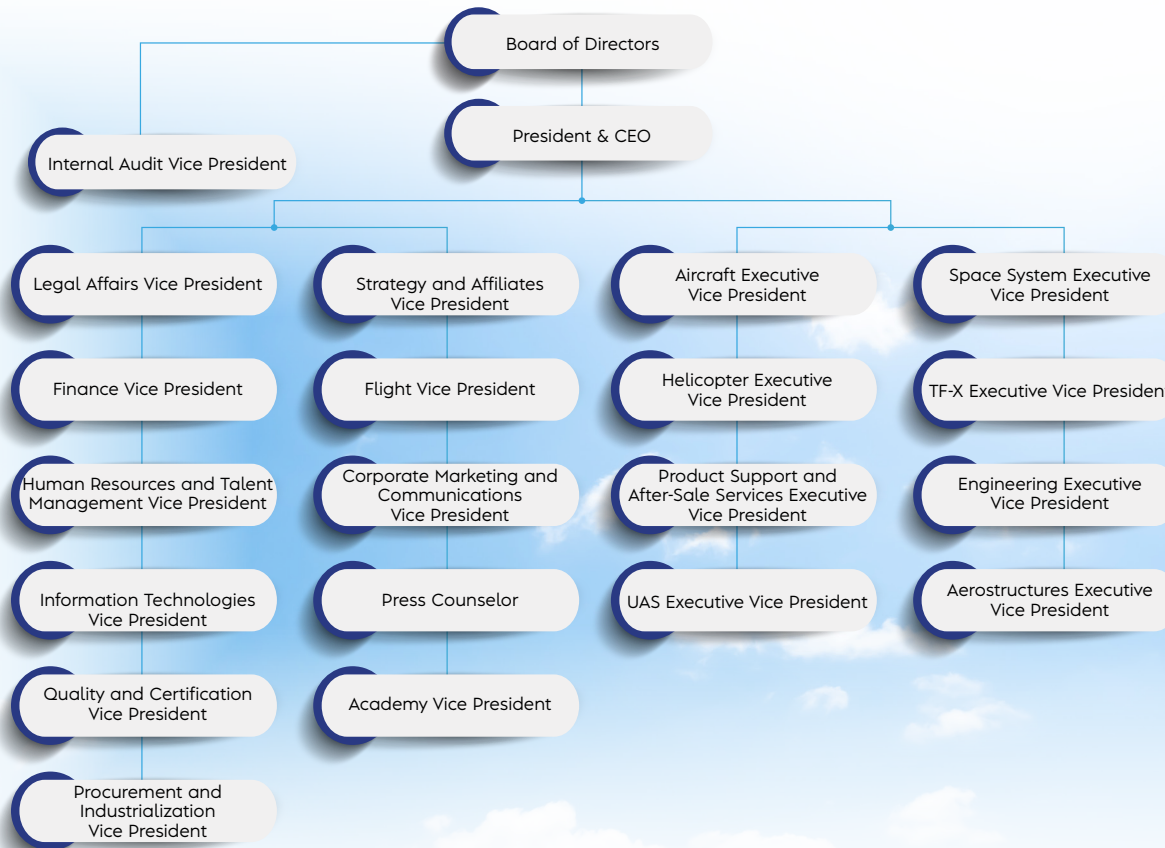


Turkish Aerospace's product and activity range includes; ANKA Unmanned Aerial Vehicle (UAV) System, AKSUNGUR High Payload Capacity UAV System, ANKA III Combat Unmanned Aircraft System, National Combat Aircraft KAAN, HÜRJET Jet Trainer and Light Attack Aircraft, HÜRKUŞ Advanced Trainer and Mission Aircraft, T129 ATAK Attack and Tactical Reconnaissance Helicopter, T625 GÖKBAY Utility Helicopter, T925 Heavy Class Utility Helicopter, ŞİMŞEK Target Aircraft System, Communication and E/O Reconnaissance Surveillance Satellites, Space Systems Integration and Test (USET) Center, Advanced Avionics Modernization Suites for Fixed and Rotary Wing Air Platforms, Special Mission Aircraft Conversions, and the design and production of components for Military and Commercial air platforms.

# TURKISH AEROSPACE AT A GLANCE

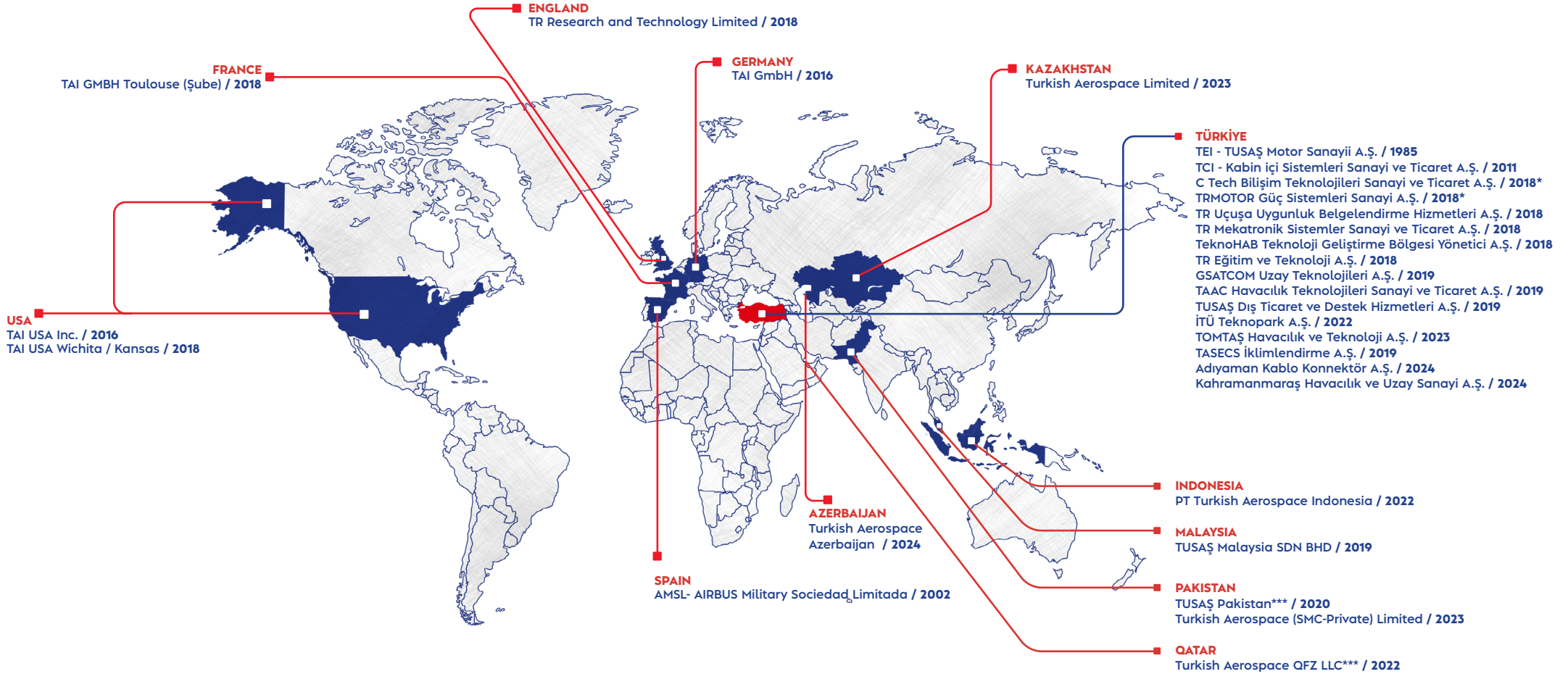
## OUR ORGANIZATIONAL STRUCTURE / OUR PARTNERSHIP STRUCTURE

TURKISH AEROSPACE IS A SUBSIDIARY OF THE TURKISH ARMED FORCES FOUNDATION AND AN AFFILIATE OF THE PRESIDENCY OF THE REPUBLIC OF TURKISH DEFENCE INDUSTRY AGENCY (SSB).



# TURKISH AEROSPACE AT A GLANCE

## OUR SUBSIDIARIES, AFFILIATES, AND OVERSEAS BRANCHES



\* Indicates the date when our Company became a shareholder of the related subsidiary/associate.  
\*\* The other shareholder of the Company is our subsidiary TUSAŞ Malaysia.  
\*\*\* In accordance with our Board of Directors' decision, closure procedures are being carried out.

# TURKISH AEROSPACE AT A GLANCE

## OUR AWARDS AND ACHIEVEMENTS IN 2024



### OUR PURIFIED WATER DISPENSER PROJECT WON THE "GREEN APPLE AWARDS".

The purified water dispenser project, developed jointly by our Company and TUSAŞ Foreign Trade and Support Inc., received the «Green Apple Awards» at the «Green Environmental Awards», one of the most prestigious environmental awards worldwide.



### THIS YEAR, WE ONCE AGAIN SECURED OUR PLACE ON THE LIST OF "MOST ADMIRABLE COMPANIES."

The 2024 results of the "Most Admired Companies" survey, which has been conducted by Realta Consulting since 2009, have been announced. According to the survey, our Company became one of the top three most popular companies in Türkiye in the "Defense Industry" category.



### AWARDS WERE PRESENTED TO OUR "EMPLOYER BRAND AMBASSADORS".

Our colleagues who contributed to the Employer Brand Young Talent Communication activities in the 2023-2024 period came together at the "Employer Brand Ambassadors Award Ceremony".



### WE BECAME THE FIRST AND ONLY COMPANY IN OUR SECTOR TO RECEIVE ISO 56002 INNOVATION MANAGEMENT SYSTEM CERTIFICATION.

Turkish Aerospace successfully completed the ISO 56002 Innovation Management System Standard certification audit without any nonconformities at any level. Following the audit, our Company became the first and only holder of the ISO 56002 Innovation Management System Certificate in our industry.



### ELINI UZAT ASSOCIATION WAS AWARDED THE BRONZE PRIZE.

TUSAŞ Elini Uzat Association, which organizes blood donation campaigns with the Turkish Red Crescent Society on a quarterly basis, was presented with a bronze medal.

# TURKISH AEROSPACE AT A GLANCE

## OUR AWARDS AND ACHIEVEMENTS IN 2024



### OUR CALLIGRAPHY PROGRAM WAS AWARDED BY EXCELLENCE AWARDS.

Our Aircraft Technician Development Program received a bronze award at the Excellence Awards organized by the Brandon Hall Group, one of the most prestigious award organizations in the world.



### WE WON TWO AWARDS FOR OUR COMPANY WITH THE VOTES OF YOUNG PEOPLE.

This year, our Company received awards in two different categories at the Youth Awards, where the work of companies in the fields of human resources and employer branding is evaluated by the votes of young people.



### TURKISH AEROSPACE RETURNED FROM ISIF'24 WITH 20 AWARDS.

Under the auspices of the Ministry of Industry and Technology and the International Federation of Inventors Association (IFIA), in cooperation with the Turkish Patent and Trademark Office, the World Intellectual Property Organization (WIPO) and the International Federation of Inventors Association (IFIA), the 9th International Invention Fair (ISIF'24) was held within the scope of TEKNOFEST.



### WE RANKED 1ST IN THE «INNOVATION ORGANIZATION AND CULTURE» CATEGORY OF İNNOVALİG.

At the InovaLIG, organized annually by the Turkish Exporters Assembly (TIM), where Türkiye's innovation champions are determined, our Company ranked 1st in the "Innovation Organization and Culture" category among nearly 2,000 companies.



### ON WORLD STANDARDS DAY, OUR WORK WAS DEEMED WORTHY OF AWARD.

At the TSE 70th Anniversary Program organized by the Turkish Standards Institute (TSE) on October 14, World Standards Day, we were awarded for our pioneering work in entrepreneurship and innovation management in the defense industry.

# OUR STRONG GOVERNANCE MODEL

We act in accordance with the principles of transparency, accountability and fairness, taking into account the interests of rights holders and the public.

**8** DECENT WORK AND  
ECONOMIC GROWTH



**16** PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



**17** PARTNERSHIPS  
FOR THE GOALS



# OUR STRONG GOVERNANCE MODEL

## OUR COMMITTEES AND OUR SUSTAINABILITY GOVERNANCE

“We Embrace The Concepts Of Equality, Transparency, Accountability And Responsibility, And Act As Our Country’s Pioneer In The Field Of Defense, Aviation And Space, And Continue To Rise In The International Arena.”

The Company’s sustainability strategy is guided by following national and international developments and public regulations on sustainability and by proactively managing risks and opportunities in the fields of environmental, social and corporate governance. The Company’s sustainability activities are established in accordance with the Sustainable Development Goals (SDGs), legal regulations, national/international agreements and in a way that meets the sustainability demands of customers. Various committees are assigned to the management structure of TUSAŞ for the oversight of environmental issues. In all of these committees, sustainability and environmental issues are among the agenda items. Every two months, one of the ESG (Environmental, Social, Governance) issues is addressed and evaluated regularly.

The monitoring process works as follows: Projects, problems or suggestions determined by the Sustainability Committee are presented to committees with knowledge and experience in sustainability, such as the Early Detection of Risk Committee and the Corporate Governance Committee, before being presented to the Board of Directors. The issues evaluated by these committees are forwarded to the Board of Directors, either directly or together with the opinions of the committees, as appropriate. The Board of Directors convened 22 times in 2024. All sustainability and environmental issues discussed and deemed important by the Corporate Governance Committee and the Early Detection of Risk Committee are regularly reported to the Board of Directors. This integrated governance structure ensures that environmental issues are effectively included in the company’s strategic decision-making processes.



### Corporate Governance Committee

As Turkish Aerospace, due to the critical importance of the aviation and space sector in which we operate, work is carried out in line with the corporate governance principles of fairness, transparency, accountability and responsibility, in a way that does not harm the interests of rights holders and the public. As required by our mission, as the pioneer of our country in the field of defense, aviation and space, we continue to rise in the international arena as required by our vision.

We attract financial and human resources to our Company by ensuring maximum compliance with the corporate governance principles, and we provide stable growth by creating economic gains for our shareholders in the long term by working efficiently.

Our highest management body, the Board of Directors, consists of 7 members. The decisions taken by our Board of Directors are executed by the General Manager of our Company. There are three committees that report to our Board of Directors and one committee that reports to the General Manager. Our Committee monitors compliance with the corporate governance principles approved by our Board of Directors, carries out improvement work in this regard, and presents suggestions to our Board of Directors. This committee (3 members), consisting of Board of Directors members, provides guidance on sustainability issues as well as overseeing corporate governance practices.

### Sustainability Committee

The purpose of the Sustainability Committee is to determine, review, continuously improve sustainability strategies, policies, short, medium and long-term sustainability goals, identify risks in the field of sustainability (environmental, social and corporate governance issues) and adopt a proactive approach, and carry out studies to decide on improvement projects that will increase the sustainability performance of the Company. This committee, consisting of the Executive Board (a chairman and 7 different unit representatives), ensures the implementation and monitoring of the company’s sustainability strategy. The Committee determines sustainability performance goals, coordinates sustainability initiatives and evaluates progress at regular intervals.

The Company systematically defines, reviews, and continuously enhances its sustainability strategies, policies, and short-, medium-, and long-term objectives. It identifies key risks and opportunities in the domains of sustainability including environmental, economic, social, and corporate governance issues and adopts a proactive stance in launching improvement initiatives aimed at enhancing overall sustainability performance.

Sustainability is addressed through seven strategic dimensions: Environment, Energy, Human Resources, Technology and Innovation, Financial Management, Supply Chain, and Corporate Governance. Each dimension is overseen by an appointed sponsor manager, supported by a dedicated team selected by the sponsor. These teams operate in alignment with the Sustainability Committee, ensuring coherence and consistency in execution.

Pursuant to the Company’s overarching Sustainability Policy, a comprehensive Sustainability Strategy is formulated, along with a Target and Roadmap Framework that is fully aligned with both the Policy and Strategy.

### Audit Committee

The purpose of the Audit Committee, which works in accordance with our Board of Directors, is to monitor the effectiveness and adequacy of the internal control, risk management and internal audit systems, the operation of these systems and accounting and reporting systems, and the integrity of the information produced on behalf of the Board of Directors. We carry out our internal audit activities in accordance with our Board of Directors with an independent and objective approach in order to improve our activities and add value to our work. We continue our internal audit activities in a systematic manner in order to evaluate and develop the effectiveness of our corporate risk management, internal audit and corporate governance processes.

### Early Detection of Risk Committee

We established the Early Detection of Risk Committee in 2015. The purpose of the Committee is to early detect threats that may endanger the existence, development and continuity of our Company or opportunities that may positively affect the existence, development and continuity of our Company, depending on our Board of Directors, and to implement the necessary activities regarding the identified threats and opportunities and to work to manage the risks. This committee (2 members), consisting of Board members, is responsible for the early detection and management of environmental risks. This committee regularly reviews environmental risk assessments and reports potential risks to the Board of Directors.



# OUR STRONG GOVERNANCE MODEL

## OUR SUSTAINABILITY JOURNEY

“In Line With Our “Empower Your Future” Vision, We Aim To Leave A More Sustainable World For All Stakeholders Of Our Value Chain And Our Future Generations.”

We see our Sustainability Management, which we have designed to contribute to the sustainable development of our country, as an integral part of our business strategy. In our Sustainability Journey, we prioritize sustainability in all our activities by acting in line with responsible production throughout our value chain. Accordingly, by attaching importance to the impact of sustainability in all dimensions - environmental, social, governance and economic - we

carry our sustainability journey further and continue to create value for future generations and stakeholders. We continue to strengthen our sustainability strategy by adopting the United Nations (UN) 2030 Sustainable Development Goals (SDGs) and the UN Global Compact as a guide with our decisive steps we take to create value.



# OUR STRONG GOVERNANCE MODEL

## OUR SUSTAINABILITY GOALS


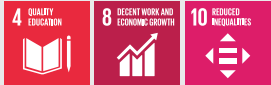

“We Conduct Our Work With A Participatory Approach With the Awareness That Our Stakeholder Groups Play an Important Role in TUSAŞ’s Sustainability Journey.”

As Turkish Aerospace, we aim to monitor and evaluate global and sectoral trends for the future. In this regard, we are currently conducting critical prioritization studies by considering our needs in terms of environmental, social, and governance (ESG) performance.

We identify our sustainability-related risks and opportunities, manage them proactively, and aim to contribute to corporate sustainability. We define our risks in an integrated manner with our processes, develop risk management strategies in line with our strategic goals, and shape our Sustainability Roadmap within this scope. Within the scope of our Sustainability Roadmap, we aim to comply with the Sustainable Development Goals (SDGs), legal regulations, national/international agreements, and customer sustainability requests. We define strategies and goals for sustainability in our company in

terms of environment, energy, human resources, technology and innovation, finance, supply chain, and corporate governance, and plan and execute projects within this scope. We determine the actions to be taken and the responsible parties to achieve our goals.

Based on our Strategic Plan and business process objectives, we define performance indicators under the Sustainability heading and continue our monitoring, evaluation, and continuous improvement efforts with the contribution of our managers. In this context, sustainability rating organizations, national and international standards have been reviewed in the process of determining TUSAŞ’s priority issues and preparing the Climate Transition Plan; sector developments, global trends, and regulatory changes have been taken into consideration.

| Category                            | Topic  | Goals   | Sustainable Development Goals (SDGs) Contributed                                      |
|-------------------------------------|--|---|---|
| Sustainable Environmental Practices | Carbon Emissions<br>Energy Performance<br>Renewable Energy<br>Waste Management<br>Water Management   | Reduce the ratio of direct/indirect emissions to revenue  |    |
|                                     |  | Continuously improve energy performance   |   |
|                                     |  | Increase the share of renewable energy usage  |   |
|                                     |  | Reduce total waste generated per capita   |   |
|                                     |  | Reduce water consumption per capita   |   |
| Human Resources That Add Value      | Employee Engagement & Satisfaction<br>Safe & Healthy Work Environment<br>Skilled Workforce<br>Social Responsibility<br>Ethical Principles Management   | Foster a highly motivated and committed workforce   |  |
|                                     |  | Provide a safe and healthy workplace for employees  |   |
|                                     |  | Offer structured training to enhance employee skills and competencies                                   |   |
|                                     |  | Ensure the sustainability of a qualified workforce  |   |
|                                     |  | Develop sustainable social responsibility projects in education, environment, and community development |   |
|                                     |  | Embed ethical values as an integral part of corporate culture   |   |
|                                     |  | Strengthen the sustainable supplier ecosystem by improving subcontractor/partner performance            |   |
| Sustainable Economic Value          | Corporate Governance<br>R&D, Technology & Innovation<br>Digital Transformation<br>Business Excellence and Continuous Improvement<br>Engineering Efficiency<br>Stakeholder Relations<br>Risk Management<br>Financial Sustainability | Expand the intellectual property portfolio  |  |
|                                     |  | Adhere to a digital transformation plan integrating technology across all operations                    |   |
|                                     |  | Cultivate a customer satisfaction-driven work culture   |   |
|                                     |  | Ensure sustainable financial health and discipline  |   |
|                                     |  | Implement disruptive technologies to enhance competitiveness in proprietary products/systems            |   |
|                                     |  | Define future product portfolios to exceed customer expectations  |   |
|                                     |  | Develop high-value, advanced-tech products through enhanced R&D/innovation.                             |   |

# OUR STRONG GOVERNANCE MODEL

## CORPORATE MEMBERSHIPS AND ORGANIZATIONS WE SUPPORT

| Membership   | Domestic | Contributed Sustainable Development Goal (SDG) | Membership  | Abroad | Contributed Sustainable Development Goal (SDG) |
|--|----------|--|---|--------|--|
| Antalya Ticaret ve Sanayi Odası  | Domestic |  | ASTM F42 - Additive Manufacturing Technologies      | Abroad |  |
| AR-GE ve Tasarım Merkezleri Platformu  | Domestic |  | Composite United (CFK Valley)                       | Abroad |  |
| ASO (Ankara Sanayi Odası)  | Domestic |  | EUROCAE   | Abroad |  |
| ATO (Ankara Ticaret Odası)   | Domestic |  | IFIC (International Frequency Information Circular) | Abroad |  |
| ATO-Hacettepe Üniversitesi Teknokent ve Balgat Şubesi                              | Domestic |  | Ohio State University Gearlab                       | Abroad |  |
| BTSO (Bursa Ticaret ve Sanayi Odası)   | Domestic |  | PRI (Performance Review Institute)                  | Abroad |  |
| DEİK-TAİK (ABD, Malezya, Endonezya, Nijerya, Suudi Arabistan, Vietnam, Filipinler) | Domestic |  | SETP (Society of Experimental Test Pilots)          | Abroad |  |
| DHMI (AIP, AFTN)   | Domestic |  | SFTE (Society of Flight Test Engineers)             | Abroad |  |
| İTO (İstanbul Ticaret Odası)   | Domestic |  | TPRC (Thermoplastic Research Center)                | Abroad |  |
| Kahramanmaraş Ticaret ve Sanayi Odası  | Domestic |  | Turkey Business Council                             | Abroad |  |
| KALDER (Türkiye Kalite Derneği)  | Domestic |  | Vertical Flight Society                             | Abroad |  |
| Kayseri Ticaret Odası  | Domestic |  |   |        |  |
| KAZANSİAD (Kahramankazan Sanayici ve İş Adamları Derneği)                          | Domestic |  |   |        |  |
| Kompozit Sanayiciler Derneği   | Domestic |  |   |        |  |
| MGM - AWOS   | Domestic |  |   |        |  |
| SAHA İSTANBUL (Savunma ve Havacılık Kümelenmesi)                                   | Domestic |  |   |        |  |
| SASAD (Savuma ve Havacılık Sanayi İmalatçılar Derneği)                             | Domestic |  |   |        |  |

# OUR STRONG GOVERNANCE MODEL

## OUR EVENTS



### INTERNATIONAL FAIRS

**WORLD DEFENSE SHOW** / February 4 - 8, 2024 Riyadh - Saudi Arabia

**SATELLITE SHOW** / March 18 - 21, 2024 Washington - USA

**FIDAE** / April 9 - 14, 2024 Santiago - Chile

**DSA** / May 6 - 9, 2024 Kuala Lumpur - Malaysia

**AFRICAN AIRFORCES FORUM** / May 23-25, 2024 Nigeria - Abuja

**FIA FOIRE INTERNATIONALE D'ALGER** / June 24-29, 2024 Algeria

**FARNBOROUGH INTERNATIONAL AIRSHOW** / July 22-26, 2024 London - England

**EGYPT INTERNATIONAL AIRSHOW** / September 2-5, 2024  
El Alamein International Airport-Marsa Matrouh - Egypt

**SOFEX** / September 2-5, 2024 Aqaba - Jordan

**AAD** / September 18-22, 2024 City of Tshwane - South Africa

**ADEX** / September 24-26, 2024 Baku - Azerbaijan

**ADAS** / September 25-27, 2024 Manila - Philippines

**ZEPS** / October 1-4, 2024 Bosnia and Herzegovina

**IDEAS** / November 19-22, 2024 Karachi - Pakistan

**VIETNAM VNDE FAIR** / December 19-22, 2024 Hanoi - Vietnam

### NATIONAL FAIR EVENTS

**EFFICIENCY AND TECHNOLOGY FAIR**  
February 8-10, 2024 ATO Congressium - Ankara

**ICDDA Ankara** / Industrial Cooperation Days In Defense & Aerospace  
April 17-19, 2024 ATO Congressium - Ankara

**IFTE** / May 3 - 5, 2024 Ataturk Airport - İstanbul

**EFES DRILL** / May 24 - 31, 2024 Seferihisar - İzmir

**TECHNOFEST DESIGN COMPETITION** / September 5-8, 2024 Antalya,

**TEKNOFEST** / October 2-6, 2024 Adana, Şakirpaşa Airport

**SAHA EXPO** / October 22-26, 2024 IFM - İstanbul



### COMPANY EVENTS

**TUSAŞ KAHRAMANMARAŞ PRODUCTION FACILITY  
OPENING CEREMONY** / February 22, 2024 TUSAŞ Kahramanmaraş Facilities

**TECHNICAL EXPEDITION XL** / May 18-19, 2024 TUSAŞ Central Campus

**51ST ANNIVERSARY EVENT AND FAMILY DAY MOVIE EVENT** /  
July 19-20, 2024 TUSAŞ Social Facilities

**SERDAR DEMİR CHILDREN'S HOMES OPENING CEREMONY**  
September 17, 2024 Hatay - Antakya

**GENDARMERIE FIRST DELIVERY CEREMONY** / October 29, 2024 TUSAŞ Central Campus

**AUXILIARY INDUSTRY SUMMIT** / November 18, 2024  
HAB Headquarters Building Conference Hall





# OUR STRONG GOVERNANCE MODEL

## OUR ETHICAL PRINCIPLES

### ETHICS AND COMPLIANCE

The expanding portfolio of original products and the growing international customer base of Turkish Aerospace require compliance with numerous local and international regulations stemming from both the customers and the geographical regions where operations are conducted. Placing ethical values at the forefront and embedding them into the corporate culture is crucial for our Company—operating in a sensitive sector such as the defense industry—not only to maintain workplace harmony, but also to earn the trust of our stakeholders and uphold high ethical standards.

### ETHICAL PRINCIPLES

At Turkish Aerospace, we aim to make sensitivity to ethical values an integral part of our corporate culture. In 2011, we initiated an ethics framework to integrate our ethical principles into our corporate structure, and within this scope, we published our first Ethics Handbook on May 31, 2012. In 2018, we updated the handbook to further strengthen our ethical climate and to reshape our corporate culture around ethical values. In this context, we revised our code of ethics to provide a comprehensive guide for our employees.

The primary goal of our ethics framework is to integrate ethical standards into our business processes, guide our corporate relations, support collaboration and workplace harmony, and promote behaviors aligned with business ethics. We ensure that all our employees act in accordance with applicable laws and regulations, industrial obligations, and ethical standards.

In this regard, we carry out our activities in full compliance with the Constitution of the Republic of Türkiye, its laws, and all relevant regulations. We act with transparency, accountability, and fairness, prioritizing the rights of stakeholders and the public interest. In all our business processes, we maintain an equal distance from public institutions, the private sector, NGOs, and individuals, and conduct our operations without any expectation of personal gain. No

act of obtaining or promising unlawful benefits is accepted. Disciplinary action is taken in accordance with Company rules for employees who fail to demonstrate the required diligence in this area.

As Turkish Aerospace, we carry out all our operations in full compliance with Article 50 of the Constitution of the Republic of Türkiye, national legislation, and international human rights agreements. Accordingly, we operate under a zero-tolerance policy against child labor and forced labor practices, and we guarantee fair, safe, and dignified working conditions across all our operations. In addition, we monitor these commitments through regular auditing mechanisms and transparent reporting processes.

### Access to Our Ethical Principles

Our public documents containing our ethical principles can be accessed via the links below:

- [Our Ethical Principles](#)
- [Ethical Codes](#)
- [Our Responsibilities](#)

In addition, all our employees can access the current Ethics Handbook through our internal systems and review the copies that have been physically delivered. Our employees are expected to submit the Ethics Handbook Compliance Form with wet signatures to declare their commitment to comply with ethical principles.

Turkish Aerospace encourages its employees to adopt ethical principles and to comply with the principles set out in the Ethics Handbook on an individual basis in their working lives. Employees can provide feedback via the Ethics Line, which offers anonymous reporting opportunities to report potential non-compliance. In addition, the Ethics Line is open to third parties and allows anonymous reporting.

# OUR STRONG GOVERNANCE MODEL

## OUR ETHICAL PRINCIPLES

### Ethics Compliance Board and Ethics Line

Turkish Aerospace employees are responsible for ensuring that incidents that they believe are not in accordance with our corporate values and ethical codes are brought to the agenda within the corporate framework. In this context, an "Ethics Line" has been established within Turkish Aerospace. An application can be made to the Ethics Hotline by filling out the form at <https://etikhat.com.tr/tusas/>, which also allows anonymous reporting. Anyone from within or outside of Turkish Aerospace can make anonymous reports to the Ethics Line. In this context, applications made by the relevant parties regarding ethical incidents that they request to be examined and evaluated are kept strictly confidential. In addition, no action is taken against our employees due to their applications and they are not put under any pressure, and disciplinary measures are taken against those who take action or apply pressure.

The applications are first examined in detail by the Ethics Compliance Sub-Commission and the Ethics Compliance Sub-Commission Review Report prepared by the Ethics Compliance Sub-Commission is submitted to the Ethics Compliance Board. All applications are evaluated, without exception, by the Ethics Compliance Board consisting of five members consisting of senior executives of Turkish Aerospace. The relevant unit of the Company conducts the necessary examinations on the issues conveyed through the Ethics Line, prepares a preliminary opinion in line with the principles and processes specified in the Ethics Handbook and responds to the relevant persons. In addition, the issues addressed are transferred to the Ethics Compliance Board in the form of a report.

The Ethics Compliance Board reviews ethical issues submitted to it and contributes to decisions being made in accordance with the principles and processes specified in the Ethics Handbook. In addition, it develops opinions and suggestions in order to increase ethical sensitivity in the Turkish Aerospace. Each year, the Ethics Compliance Board presents the activities carried out during the year, improvement opportunities regarding the ethics management process and suggestions for the development of the corporate culture in line with the strategic goals of the Turkish Aerospace to the General Manager. In this meeting, the activity plan for the following year, improvement opportunities foreseen in the processes and necessary measures are evaluated.

The number of applications made to the Ethics Line in 2024 is 119. The details of the applications are as follows:

- 20 applications were not included in the review process because they were outside the scope of the Ethics Compliance Board's review.
- 4 applications were referred to the Disciplinary Board due to their subject content.
- 3 applications were not examined as they were discussed at the Disciplinary Board.
- 8 applications were not examined as the applicant withdrew his/her application before the examination process was started.
- In the examination/investigation of 63 applications, it was decided not to take any action on the grounds that the allegations could not be verified, it was impossible to examine, there was not enough concrete evidence, or it was concluded that there was nothing in the application that could be evaluated within the scope of ethical violation.
- It was decided not to take any action for 7 applications, upon learning that the issue subject to the application was resolved or that work was being carried out by the relevant parties on the subject.
- For 14 applications examined/investigated, it was decided to take corrective action on the matter subject to the application and to ensure labor peace.

### COMPLIANCE

#### Our Business Ethics Policy and Ethics Handbook

In order to ensure compliance with ethical principles, Turkish Aerospace published the "Business Ethics Policy" on 15.12.2017 and the "Ethics Handbook" on 31.05.2012. The Ethics Handbook is a document containing basic policies and procedures that guide the conduct of commercial activities in accordance with the law and ethical rules, in accordance with the applicable legislation, within the framework of the principle of respect for the law.

# OUR STRONG GOVERNANCE MODEL

## OUR ETHICAL PRINCIPLES

### Protection of Personal Data

In the processing of personal data, in accordance with the Personal Data Protection Law No. 6698 and the relevant legislation, which aims to protect the fundamental rights and freedoms of individuals, especially the right to privacy, Turkish Aerospace acts with the awareness of its responsibility regarding the processing and storage of personal data. Turkish Aerospace takes care to act in accordance with the law and the principle of honesty in the processing of personal data. In this context, personal data is collected, processed, stored and transferred by taking appropriate security measures. Only persons with legitimate and legal reasons are allowed to access this information.

In this context;

- On September 1, 2020, the "Personal Data Storage and Destruction Policy" was published to be applied to all recording environments where personal data belonging to employees, job candidates, service providers, visitors and other third parties, as well as personal data owned or managed by Turkish Aerospace, are processed. All work and transactions regarding the storage and destruction of personal data are carried out in accordance with this policy. On November 21, 2022, the "Personal Data Protection and Processing Procedure" was published, which includes details on personal data processing activities and the operation of systems for the protection of personal data. This procedure ensures the processing of personal data collected for legitimate reasons, informing data owners, ensuring transparency and implementing relevant regulations.
- On 21.11.2022, in accordance with the Decision of the Personal Data Processing Procedure and Personal Data Protection Board dated 31.01.2018 and numbered 2018/10 on Determination of Adequate Measures to be Taken by Data Controllers in Processing Special Personal Data, the "Procedure for the Protection and Processing of Sensitive Personal Data" was put into effect. This procedure determines the technical and administrative security measures for the processing of special personal data in accordance with the first paragraph of Article 6 of Law No. 6698. Within the scope of the compliance process with the Law on the Protection of Personal Data in Turkish Aerospace:
  - o "The Company Personal Data Security Board" and "the Company Personal Data Security Sub-Commission" have been established.
  - o Unit Personal Data Coordinators, determined from among the existing Deputy General Directorates and Presidencies, were appointed and a personal data inventory was created.

- o Trainings and meetings have been organized to raise awareness about personal data.
- o Within the scope of the "Defense Industry Law Workshop-1" held under the coordination of the Presidency of Defense Industries, the communiqué titled "Amendments Made to the KVKK No. 6698 within the Scope of the 8th Judicial Package and Their Effects on the Defense Industry Sector" was presented.
- o In accordance with the Personal Data Protection Law and relevant legislation, information texts, explicit consent texts and data transfer agreements have been prepared and put into effect.

Legal support is provided to ensure full compliance with personal data protection legislation in line with questions and requests from relevant units regarding the follow-up of legal processes. Turkish Aerospace has created a "Data Owner Application Form" at <http://www.tusas.com/yasal/kvkk> in order for the relevant persons to exercise their rights and request information within the framework of Article 11 of the Personal Data Protection Law .

### Privacy and Security

Turkish Aerospace attaches great importance to the protection of information security, being aware that serious damages may occur if the information of the Republic of Türkiye, Turkish Aerospace, other stakeholders and third parties is transferred to or used by unauthorized persons. With this awareness, Turkish Aerospace uses the information it owns or obtains from third parties only for the purposes of the Company and shares it only with authorized persons within the framework of the need-to-know principle. Necessary measures are taken to ensure that employees and other persons sharing the information protect this information and do not share it with third parties. In addition, it shows utmost care and attention to the protection of state secrets contained within its activities. In addition to the ongoing implementation of the Information Security Management System, Turkish Aerospace ensures that, within the scope of its projects and programs including information shared with third parties it:

- Uses and protects its own confidential and sensitive information, as well as information received from stakeholders,
- Safeguards trade secrets,
- Secures financial and other data not yet disclosed to the public,
- Handles personnel employment-related data solely within the framework of confidentiality agreements. These agreements with third parties serve as a legal safeguard to protect the confidentiality of such data.



# OUR STRONG GOVERNANCE MODEL

## OUR ETHICAL PRINCIPLES

Turkish Aerospace operates within the framework of the Defense Industry Security Law and related regulations, and continues its operations within the scope of the "Production Permit" and "Facility Security Certificate" issued by the Defense Industry National Security Authority in accordance with the permits granted with the approval of the Minister of National Defense. Within this scope, it is obliged to fully comply with the relevant legislation. The measures taken to protect the classified information, documents, projects, materials and services of Turkish Aerospace and compliance with the legislation are checked by the Defense Industry National Security Authority through announced or unannounced inspections carried out at least once a year. In addition, employees who need to access classified information, documents or projects are only authorized within the framework of the "need to know principle". Within this framework, "Personal Security Certificate" is periodically issued to certain employees, and persons who do not have this certificate are not allowed to access classified information or enter such areas.

### Compliance with Export Regulations

Turkish Aerospace carries out a comprehensive awareness and training program to ensure full compliance with national and international export/import control laws and regulations, primarily the United States, United Kingdom and European Union export regulations. In this context, periodic training is provided to employees through both in-house and externally provided expert trainers. Additionally, in order to raise awareness within the Company, promote compliance with applicable legislation and minimize the risk of export control violations:

- On 31.05.2023, "Export Control Handbook",
- On 23.09.2022, "Restrictive Regulations - Instructions on Matters to be Considered"

was published and entered into force.

In addition, Turkish Aerospace meticulously addresses all kinds of questions, precautions and support requests that may arise regarding export legislation in relation to its fields of activity. In this context, under the coordination of the Corporate Marketing and Communications Department and the Legal Affairs Department, services are received from consultants operating in various countries and utmost care is taken to ensure that all processes are carried out in accordance with export legislation.

### Business Partners/Subcontractor/Supplier Relations and Unfair Competition

**“Turkish Aerospace Adopts a Fair and Respectful Approach In Its Relations With Its Business Partners/ Subcontractors/ Suppliers and Takes Necessary Care to Fulfill Its Obligations on a Timely Basis.”**

Turkish Aerospace avoids commercial practices that will put its Business Partners/Subcontractors/Suppliers in a difficult situation or that will mean their exploitation. Our Company acts in line with the principle of fair competition and avoids practices that will create unfair competition against its competitors. The Company fully complies with competition law and relevant legal regulations and undertakes to avoid any behavior that violates these rules. In order to adopt an equal and transparent approach in procurement processes, in-house procedures for procurement processes from domestic and foreign sources in accordance with the requirements of the Turkish Aerospace have been established and published. The Company continues its activities by strictly adhering to these procedures.

# OUR STRONG GOVERNANCE MODEL

## OUR ETHICAL PRINCIPLES

In this direction:

- During the tender processes, a "Tender Committee" is established to evaluate the offers of potential business partners, subcontractors and suppliers and to prepare the tender committee report.
- The "Special Purchase Commission" operates to evaluate the prepared tender commission reports in terms of technical, administrative and financial conditions.

### Fighting Bribery and Corruption

**“Turkish Aerospace Conducts All Its Operations And Transactions In Adherence To The Principle Of Transparency, Strives To Ensure That Its Communication Is Objective, Up-To-Date, Factual, And Clear, And Regards Accountability As A Fundamental Responsibility.”**

Within the scope of the contracts signed with consultants and third parties, Turkish Aerospace includes provisions to ensure compliance of Turkish Aerospace' subsidiaries, board members, managers and employees with the following legislation and regulations in the works and transactions carried out by the parties:

- OECD Convention on Bribery of Foreign Public Officials in International Business Transactions
- Turkish Penal Code
- All applicable legal regulations regarding the prevention of bribery, fraud and the fight against corruption

While carrying out activities and transactions, public institutions and organizations, real and legal persons, and non-governmental organizations are kept at an equal distance without expecting any benefit. Contractual requirements and obligations regarding moral and industrial standards are fully fulfilled with this sense of responsibility. Information, documents and records regarding these activities are kept and preserved regularly and completely.

Fair and honest business practices adopt the protection of a high standard in the code of conduct for both employees and managers as a fundamental principle. Directly or indirectly, taking, giving, promising or offering a bribe, providing any material or non-material benefit is unacceptable under any circumstances. The most severe sanctions are applied to employees who do not act in accordance with these principles in accordance with our Company's disciplinary rules.

Turkish Aerospace adheres to ethical rules in its lobbying activities with foreign governments and state bodies and avoids practices that would push moral boundaries.

All employees, consultants and suppliers can report unethical situations such as bribery, conflict of interest or corruption to the Company anonymously through the ethics line. Notifications are evaluated independently and processed confidentially.

### Administrative Sanctions

There is no lawsuit filed that could affect the financial status and activities of the Company. There are no administrative or judicial sanctions imposed on the Company and the Board Members due to practices contrary to the provisions of the legislation.

# OUR STRONG GOVERNANCE MODEL

## RISK MANAGEMENT

“We Create Our Risk Strategies And Plans Together With The Risks We Define In Integration With Our Processes, And We Continue To Proactively Manage All Our Risks In The Risk Management System In Order To Secure The Risk Management Activity.”

Within the scope of our Corporate/Operational Risk Management Policy, we aim to contribute to corporate sustainability by proactively managing all kinds of managerial, operational and support opportunities and threats that we may encounter within the activities we carry out to achieve our strategic goals. We define our risks in integration with our processes and create risk management strategies in line with our strategic goals.

Turkish Aerospace Corporate/Operational Risk Management Policy aims to contribute to sustainability by proactively managing all opportunities and threats that the Company may encounter within the scope of its activities in order to achieve its strategic goals.



We carry out our risk management activities with proactive methods in line with our Company's risk-taking profile, risk appetite, culture and continuous improvement principle and in compliance with legal regulations. We aim to reduce subjectivity by making risks visible and measurable for our decision-making mechanisms.

We continuously improve our risk management model and infrastructure, which we have created to proactively manage all risks, in line with current needs.

We have designed our Risk Management process to have a cyclical structure consisting of the steps of identifying risks and defining them in our Risk Management System, interviewing those concerned with the risk, calculating risk criticality levels, determining response management and responsible persons, creating control plans, risk control and follow-up. We aim to increase the level of awareness of risks in our Company by involving all our employees in this process.

As Turkish Aerospace, we identify our risks and control them through metrics in order to achieve our goals in line with our sustainable growth strategy. Within the framework of the resources / support we provide and the limits we set, our main priority is to manage the risks identified by different departments of our Company, which have different effects but affect each other, in a consistent and optimal manner, to create a common risk perception throughout our Company, and to raise awareness by involving all departments in risk management activities

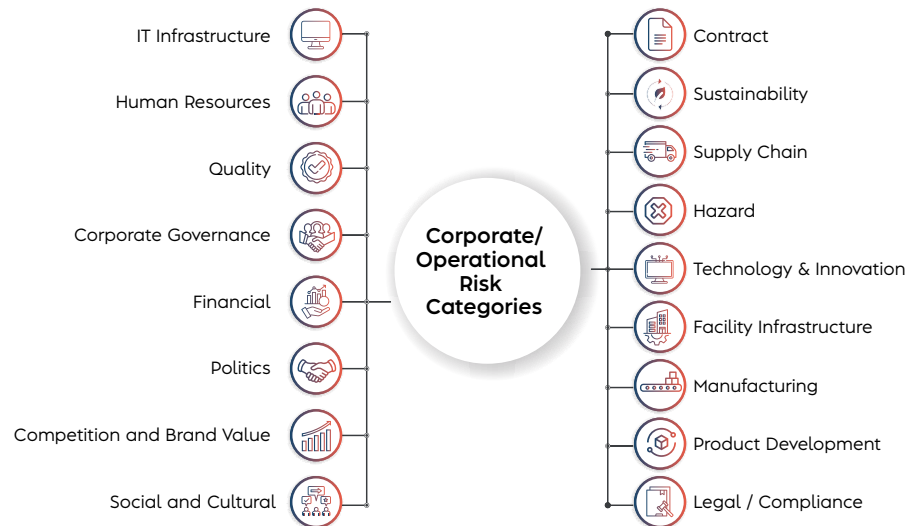
As Turkish Aerospace, we monitor our risks in 8 different risk classes in the Risk Management System. In 2024, we defined a total of 3,744 risks grouped in 8 different risk classes in the Risk Management System. We updated our Corporate / Operational Risk Categories and included the Sustainability category.



Risk Management Awareness Poster Studies

# OUR STRONG GOVERNANCE MODEL

## RISK MANAGEMENT



to the scope and operation of the process and may cause image, financial, compliance and environmental impact.

In our annual CDP reports, we include processes for identifying and managing risks and opportunities within the scope of climate change and water management. In addition, it includes details such as financial metrics, timeframe and measures taken regarding risks and opportunities. Information on risks and opportunities addressed within the scope of climate change and water management is detailed under the headings “C2. Identification, assessment, and management of dependencies, impacts, risks, and opportunities” and “C3. Disclosure of risks and opportunities” in the 2024 CDP Report.

In addition, we proactively monitor and manage the risks and opportunities that we have identified in an integrated manner with the processes within the scope of climate change through the actions we take. These risks and opportunities are summarized below.

## Environmental Risks and Opportunities

Within the scope of the ISO 14001 Environmental Management System, the environmental aspects of activities, services and products and the current and potential environmental impacts of these aspects are determined by the process owners, and significant and urgent status risks are identified through the Risk Management System. We create action plans for risks that require control implementation, carry out the necessary work and ensure that risk levels are reduced.

A total of 403 environmental risks and opportunities were identified through the Risk Management System module in 2024. Our employees can identify two different types of environmental risks through the Risk Management System: existing and potential risks. Existing risks are environmental risks that exist due to the nature, scope and operation of the process and cannot be prevented/avoidable, while potential risks are environmental risks that may occur due



Risk Numbers Identified in 2024 are shown in the visual.

# OUR STRONG GOVERNANCE MODEL

## RISK MANAGEMENT

### Business Continuity

**“In Order To Ensure Business Continuity In Our Company, We Established Our Business Continuity Team By Selecting Members From Our Different Departments. We Periodically Organize Business Continuity Team Meetings To Review Scenarios and Plan New Scenarios.”**

We have established our Business Continuity Plan in order to plan, coordinate and, when necessary, manage our main processes, services, practices, transactions to be carried out with suppliers and corrective/preventive activities to be carried out in the face of unexpected events that may partially or completely interrupt the main activities of our Company.

In this context, we have defined the resources we need to ensure business continuity throughout our Company as critical employees, critical workbenches, critical auxiliary industry companies, critical suppliers, critical subcontractors and critical buildings, and identified their activities.

We have created scenarios to be prepared for unexpected events. We have identified proactive and reactive strategies to be implemented within the scope of the scenarios, and we continue our efforts to implement proactive strategies.

### Dissemination of Experience

We disseminate the experiences that emerge throughout the product life cycle, which, if integrated into Company processes, will directly contribute to Company goals. In this way, we aim to transform individual knowledge into organizational knowledge. Experiences can be defined on the Experience Sharing Platform, which is open to all our employees, and we can provide access to all experiences defined in the system. In 2024, 268 experiences were defined in the Experience Sharing Platform.

In the Experience Sharing Platform, which is managed with the aim of transforming individual knowledge that emerges during the execution of Turkish Aerospace processes into organizational knowledge, interactive activities were carried out both in production areas and through online platforms. In this context, interactive activities were organized and 436 employees participated in these interactive activities.

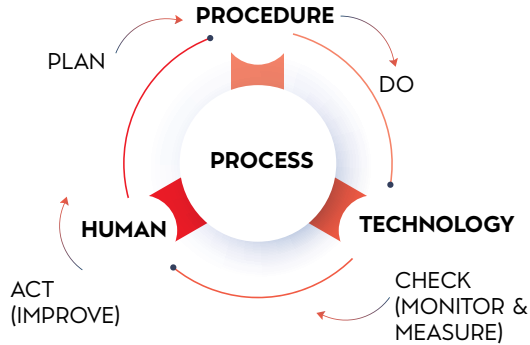


# OUR STRONG GOVERNANCE MODEL

## PROCESS MANAGEMENT

Since we are a Company compliant with the AS9100 Aerospace Quality Management System, we adopt a process management model approach. We effectively monitor all our processes in the Corporate Process Management System we established with this approach.

In our Corporate Process Management System, we continue to design, maintain, control and improve our 14 basic processes in the categories of managerial, operational and support, which have strategic importance in our Corporate Process Management System, and the sub-processes and activities of these processes, including our suppliers, inputs and outputs, customers, resources, process owners and responsible persons, within the framework of the Plan-Do-Check-Act (PDCA) cycle by observing standards.



In our Corporate Process Management System, we use our performance indicators to define our targets and actions for our process performance indicators that deviate from the target, to identify our risks and opportunities related to the process and to show the interaction of the processes with each other. We define new processes and update our existing processes in accordance with our needs.

There is a process team and a process team leader for each process team in all processes that we carry out our activities with a process management approach. Process team leaders play an important role by effectively guiding the process and the process team with their knowledge and experience. Process team leaders ensure that process standards are established and the process is updated according to the conditions of the day in regular meetings with process team members and process engineers. At the same time, they contribute to making the process ready for all internal and external audits carried out to verify that the process is carried out in accordance with quality-related standards and procedures provided within this scope. In order to thank them for their dedication and valuable contributions, visits were made to the units of the process team leaders and during these visits, certificates of appreciation were presented to them by our senior managers.

Within the scope of our process management awareness efforts, we provide e-learning training to our employees and conduct awareness surveys. We ensure that the procedures that define process activities and describe the procedures and principles are documented and kept up-to-date. We aim to increase the awareness of our employees by creating visual works presented in the in-house buildings, as well as on screen savers and totems.



## DOCUMENT MANAGEMENT

In 2024, we published approximately 1200 documents within the scope of our efforts to provide access to the corporate documents in which our Company's managerial, operational and support processes are managed in line with the requirements of Management Systems and national and international rules and standards, in a digital environment that reflects the current organization and practices.

We prepared the "Terminology Glossary" as a new panel on the Corporate Document Management by conducting a dictionary study that includes definitions and abbreviations in Corporate Documents (Policy, Manual, Procedure, Instruction, Report). The Terminology Glossary has Terminology Type, Terminology Category and Terminology Name filters. All users can enter definitions/abbreviations into the dictionary.

Within the scope of reviewing the documents approved by the Board of Directors and updating / canceling / creating new documents / evaluating the change of approval level, the status and suggestions for the documents were submitted to the Corporate Governance Committee in coordination with the executive departments and updates were made during the year.

# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

We take every step with environmental awareness and move forward together with our stakeholders for a sustainable future.



Waste Recycling  
**47%**

**53.2**MWh  
Cogeneration  
Plant Produced  
Electricity

**43.8**THOUSAND MW  
Cogeneration  
Plant Produced  
Thermal Energy

Carbon Disclosure Project (CDP)  
Scoring Results



Water Consumption  
Decrease Rate Per Capita  
**28%**

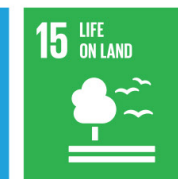
Decrease compared to 2016



**15,700,000**kWh  
Energy Projection In the Last 5 Year

Climate Change  
Module **B**

Water Safety  
Module **A-**



# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE ACTIVITIES

“To Support Environmental Sustainability, Ensure Efficient Use Of Resources, Prevent Environmental Pollution, Combat Climate Change, Reduce Greenhouse Gas and Carbon Footprint Emissions, We Carry Out Our Studies and Develop New Projects To Contribute To The Circular Economy, Adopt The Principle Of Zero Waste and Improve Our Performance By Complying With New Regulations.”

The Public Oversight Authority (KGK) has decided to adopt the international standards published by the International Sustainability Standards Board (ISSB) of the International Financial Reporting Standards Foundation (IFRS) as the international basis for Turkish Sustainability Reporting Standards (TSRS). In this context, environmental, social and governance performance priorities within the scope of TSRS and the European Union (EU) Sustainability Reporting Standard (CSRD) were reviewed and indicators that may be relevant were included in our report. Similarly, as of 2024, the reporting content of the Carbon Disclosure Project (CDP) has been harmonized with International Financial Reporting Standards (IFRS). For this reason, the [CDP Climate Change and Water Reporting](#) content prepared in 2024 was used as a guidance document to provide input to the Sustainability Report.

Our Environment and Climate Change Policy, which was revised to cover CDP requirements, our Water Policy, which was prepared to ensure sustainable water management within the framework of the Sustainable Development Goals (SDGs), and our Energy Policy, which aims to raise awareness on energy efficiency, were also included in our Sustainability Policy in order to be addressed in a single document.

Our Company has an Environmental Permit for “Wastewater Discharge” and “Air Emission” valid until January 25, 2027. Activities are carried out in accordance with the Facility Permit Conditions specified in the Environmental Permit.

Our Company was entitled to receive ISO 14001 Environmental Management System Certificate on November 23, 2015. Our Environmental Management System was re-certified by the accredited organization Bureau Veritas Certification Company between 11-13 September 2024 within the scope of TS EN ISO 14001:2015 certification. The recertification audit carried out at our Ankara Kahramankazan Headquarters and Kahramanmaraş campuses was completed without any nonconformities being detected. Our ISO 14001 Environmental Management System Certificate is valid until November 21, 2027.



Within the scope of our Environmental Management System practices, 41 documents have been published through our Corporate Document Management System. In this context, all our published documents are given in the table below.

### Environmental Management System Documents

|  |  |
|--|--|
| Handbook on Environmental Management and Climate Change                          | Instructions for Preparation of Safety Plan for Dangerous Goods                              |
| Oil and Hazardous Material Accidents Emergency Precaution Plan Handbook          | Instruction on Accident Report Preparation for Dangerous Goods                               |
| Environmental Working Group  | Instructions for Disposal of Contaminated Packages (UN 3509)                                 |
| Environmental Aspects and Impact Assessment                                      | Instructions for Preparation of Transportation Documents for Dangerous Goods                 |
| Environmental Compliance Obligations and Assessment of Compliance                | Supplier Information Instructions for Dangerous Goods  |
| Identification and Reporting of Environmental Targets                            | Dangerous Goods Entry / Unloading and Exit / Loading Control Instructions                    |
| Environmental Management System Internal and External Communication              | Integrated Environmental Audit Instruction   |
| Environmental Management System Preservation of Documented Information           | List of Environmental Requirements for Subcontractor   |
| Waste Management   | List of Environmental Requirements for Auxiliary Industry                                    |
| Calculation, Monitoring and Reporting of Greenhouse Gas Inventory                | List of Environmental Management Requirements for Auxiliary Industry                         |
| Environmental Requirements for Suppliers   | Environmental Management System Training Document List                                       |
| Environmental Management System Performance Monitoring and Measurement           | Retention Periods of Environmental Management System Records and List of Responsible Persons |
| Review of Environmental Management System  | List of Environmental Management Requirements for Contractor                                 |
| Environmental Management System Corrective and Preventive Actions                | Cross Reference List of Environmental Management System Elements                             |
| Management and Effective Utilization of Water Resources                          | List of Waste Types  |
| Dangerous Goods Road Transportation Procedure                                    | List of Waste Labels   |
| Environmental Management System Procedure  | List of Dangerous Goods Registers  |
| 2017 Greenhouse Gas Emission Report  | List of Written Instructions for Dangerous Goods   |
| 2018 Greenhouse Gas Emission Report  | Greenhouse Gases Risk Analysis and Internal Risk Assessment List                             |
| Calibration Instructions for Treatment Plants Measurement Devices                | Uncertainty Analysis Method List   |
| Instruction on Packaging and Labeling of Dangerous Goods within the Scope of ADR |  |

# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE ACTIVITIES

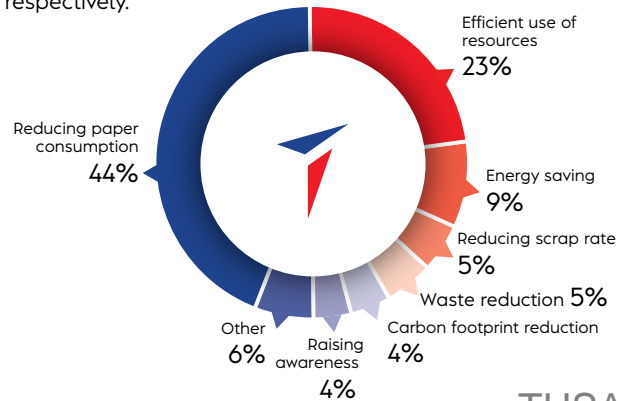
“Her Adımımızı Çevresel Farkındalıkla Atıyor, Sürdürülebilir Bir Gelecek İçin Birlikte İlerliyoruz.”

We determine our environmental dimensions in line with the expectations of relevant parties and compliance obligations related to internal/external issues (legal requirements, contracts with other parties, agreements, etc.) and monitor their currency. We fulfill the necessary declarations and notification obligations within the periods specified in the legislation. We carry out legal measurements and analyzes on wastewater, emissions and waste, etc. in the periods specified in environmental legislation. We monitor requirements such as the Environmental Law, 33 regulations, 17 communiquéés and notified Customer Requirement Documents with the Environmental Compliance Obligations Monitoring and Evaluation Form.

### ENVIRONMENTAL GOALS

In order to monitor our environmental performance indicators and measure the effectiveness of environmental management practices, we set process-based environmental targets every year and monitor the progress of the targets quarterly throughout the year. We make sure that environmental targets are measurable, traceable, achievable and related to the environmental impacts that are likely to arise from the dimensions of the processes. We also take into consideration factors such as legal and other requirements, our environmental, climate change and water policies, and expectations of interested parties during the target setting phase.

The subject distribution of the environmental targets set by the units in 2024 is given in the table below. When the environmental targets are analyzed, “reducing paper consumption” ranks first with 44%, while “efficient use of resources” and “energy saving” rank second and third with 23% and 9%, respectively.



Subject Distribution of Environmental Objectives

### OUR ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE STEPS AND OUR NET ZERO EMISSION ROADMAP

In Q2 2021, the Ministry of Trade published the Green Deal Action Plan. The plan includes strategic targets covering Border Carbon Regulations, Circular Economy, Green Finance and Combating Climate Change. At the 76th General Assembly of the United Nations, Türkiye announced that it will ratify the Paris Climate Agreement and with the Presidential Decree No. 4738 dated 04.11.2021, it was announced that the agreement will enter into force on 10.11.2021. In this context, zero waste philosophy, carbon neutral industrial practices and the use of renewable energy resources will gain importance in the Green Deal harmonization process and the role of climate change in strategic goals will increase. European Union (EU) countries are committed to reduce greenhouse gas emissions by 50% by 2030 compared to 1990 levels. In addition, the EU aims to reach net zero emissions by 2050.

In line with the 2053 net zero emission target, a draft Climate Law has been prepared to support Türkiye's green development vision. This draft law aims at reducing greenhouse gas emissions, climate change adaptation activities and establishing the relevant legal framework. The climate law is expected to be enacted in 2025. The Ministry of Environment, Urbanization and Climate Change prepared a “Climate Change Mitigation Strategy and Action Plan” and a “Climate Change Adaptation Strategy and Action Plan” covering the years 2024-2030, setting updated targets and actions for Türkiye's fight against climate change. These plans cover various topics and sectors such as energy, industry, transportation, waste and water management.

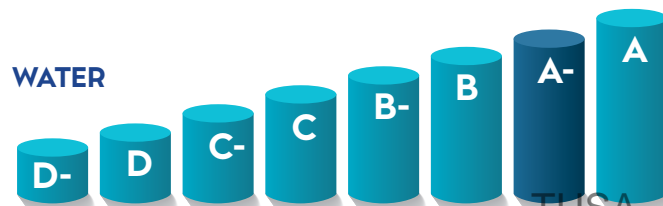
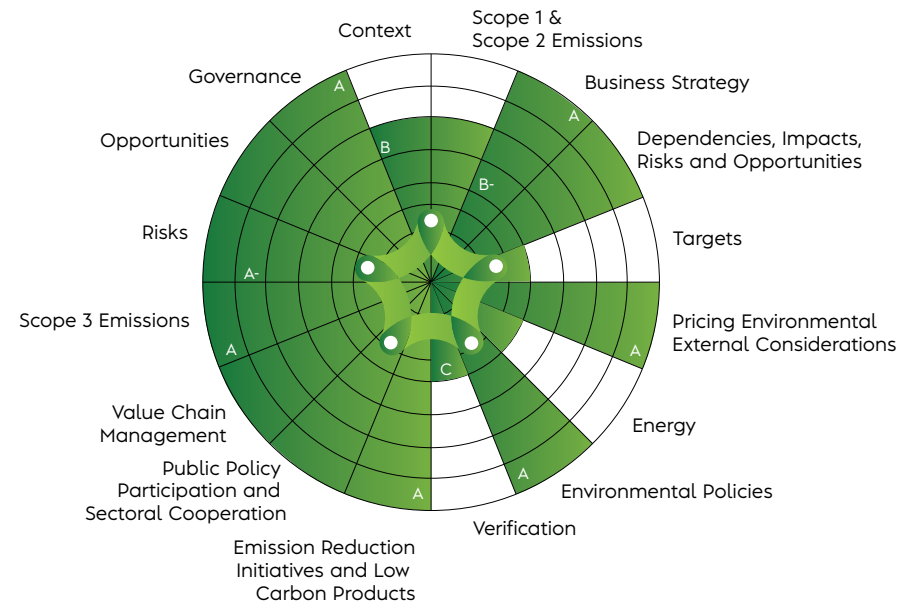
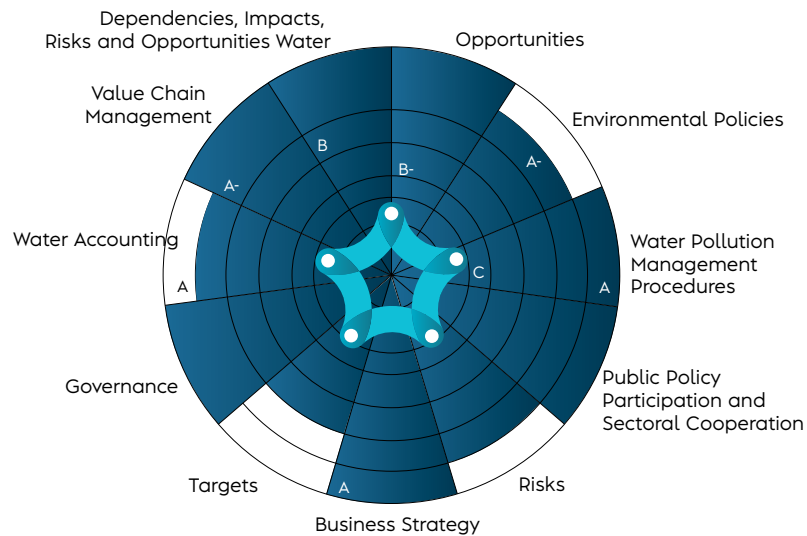
In the light of all these national and international developments, we aim to identify risks and opportunities related to climate change and incorporate them into our Company's business strategy and finance processes and to reduce carbon emissions from production, design, product use and suppliers. In this context, with the Environmental Sustainability Dimension, one of the 7 dimensions of our Sustainability Roadmap, we evaluate the activities carried out under the main topics of water management, carbon emission and waste management and in this context, we also include net zero emission roadmap activities.

# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE ACTIVITIES

The studies that include these activities, actions and benefits to be provided are also included in CDP reporting as climate transition plan ("action plan") preparation studies. For this reason, the requested new content includes the title "Our Net Zero Emission Roadmap (Reduction rate of our scope 1-2-3 emissions on a yearly basis until 2050, planned actions)".

In 2024, we continued to carry out ISO 14064:2018 Corporate Greenhouse Gas Calculations and Verification, ISO 14046 Water Footprint Calculations and Verifications, and Carbon Disclosure Project (CDP) Reporting Climate Change and Water Security Reporting. Within the scope of CDP Reporting we continue to score above the global average in our sector. (CDP Scores for 2024: Climate Change: B, Water: A-)



TUSA | TASN F DI | / No Header  
2024 CDP Scores

# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE ACTIVITIES

### OUR CORPORATE CARBON FOOTPRINT STUDIES

#### Flue Gas Emissions

Within the scope of the Regulation on the Control of Industrial Air Pollution, we have emission confirmation measurements made every two years at the emission sources located within the factory site of our Company. Our Company's emission confirmation measurement analysis results meet the regulation limit values. Measures taken to reduce and/or prevent emissions are listed below.

- We have flue gas treatment facilities to reduce sulfur and dust emissions. After dry sodium bicarbonate is added to the waste gases, they are passed through gas bag filters and discharged to the outside.
- With the cogeneration facility, the majority of the electricity need in the factory area is met from natural gas, reducing the amount of electricity taken from the grid. We also produce hot water and steam by utilizing the waste heat in the facility.
- We use water washing systems, activated carbon filters and other air filters to capture the volatile organic carbons released in the dyeing units on the production line.
- We are working to expand the use of water-based paint instead of solvent in new painting line projects.
- Emissions from process tanks containing inorganic chemicals are released to the atmosphere after being passed through aqueous washing systems.
- Emissions from process tanks containing organic chemicals are released to the atmosphere after regenerative activated carbon treatment systems.
- We also handle dust-containing systems with bag dust collection filters.
- Regenerative Thermal Oxidation (RTO) systems have been installed in the newly constructed dyeing plants and we ensure that volatile organic compounds (VOC) and odor-causing emissions are reduced by 95%.
- We commissioned the alkaline degreasing system. We started to use the mechanical etching process as an alternative to the chemical surface etching process.

“Our Company Was The First Organization In Türkiye to Have Accredited Carbon Footprint Verification in Its Sector and Among The Companies Affiliated With TSKGV.”

#### Calculation and Reporting of Greenhouse Gas Emissions

Within the scope of the Regulation on Monitoring of Greenhouse Gas Emissions and the Communiqué on Monitoring and Reporting of Greenhouse Gas Emissions, we prepare verification reports for combustion-induced greenhouse gas emissions caused by emission sources such as natural gas, coal, diesel, gasoline, sodium bicarbonate, mixture gases and submit them to the Ministry of Environment, Urbanization and Climate Change. Verification studies for 2024 have been initiated by the accredited Company and are planned to be completed by the end of April 2025.

#### ISO 14064:2018 Corporate Carbon Footprint Calculations

In 2022, we started to calculate greenhouse gas emissions and corporate carbon footprint within the scope of ISO 14064:2018. In this context, each year, we calculate and report direct and indirect greenhouse gas emissions and corporate carbon footprint resulting from the activities carried out in the previous year within the scope of ISO 14064:2018 standard. We make calculations for the following categories in accordance with the ISO 14064:2018 standard:

- Category 1 Direct Greenhouse Gas Emissions
- Category 2 Greenhouse Gas Emissions from Imported Energy
- Category 3 Indirect Greenhouse Gas Emissions from Transportation
- Category 4 Indirect Greenhouse Gas Emissions from Products/Materials/Raw Materials Used by the Organization
- Category 5 Indirect Greenhouse Gas Emissions from Manufactured Products/Services
- Category 6 Other Indirect Greenhouse Gas Emissions

# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE ACTIVITIES

With these studies, we aim to achieve the following:

- Establishing our Company’s greenhouse gas inventory,
- Conducting baseline studies to determine greenhouse gas mitigation targets and strategies,
- Initiating infrastructure studies on current and future legal arrangements,
- Establish a measurable, traceable and consistent GHG and carbon management mechanism at the corporate level,
- Providing data for Carbon Disclosure Project (CDP) Climate Change and Water Reporting

ISO14064:2018 carbon footprint calculations to be made with 2024 Activity data are ongoing and will be verified in July 2025. In 2025, we plan to include subsidiaries and affiliates in the studies to be carried out

| Emission Categories          | 2021 (tCO <sub>2</sub> e) | 2022 (tCO <sub>2</sub> e) | 2023 (tCO <sub>2</sub> e) | 2024 (tCO <sub>2</sub> e) |
|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Category 1 - Direct          | 71,370                    | 78,746                    | 94,052                    | 88,332                    |
| Category 2 - Imported Energy | 23,194                    | 33,645                    | 41,849                    | 53,009                    |

### WATER MANAGEMENT

**“We Aim to Save 2% of Leakage Per Year With Instant Monitoring Through the Scada System Installed Within The Scope of the Water Automation And Monitoring System Project.”**

The main objective of our Company’s water resources management is to use water resources effectively and efficiently and to consider the principle of water saving in all our activities. The management and efficient use of water

resources in our Company are handled holistically in accordance with the principles of sustainability. We prevent additional water consumption by using the wastewater treated at the Domestic Wastewater Treatment Plant in garden irrigation processes by meeting the relevant irrigation water quality parameters. We carry out the following activities within the scope of efficient use of water resources in our Company:

- In new building projects, we select appropriate fixtures and equipment, investigate rainwater collection, treatment and utilization options, and evaluate wastewater recovery applications (gray-water systems).
- With the water measurement and automation project completed in 2022, we measure the water consumption in the production areas and lodgings of our Company on a daily basis on a building basis with the Supervisory Control and Data Acquisition (SCADA) system. In 2024, water meters were installed in the new buildings added and integrated into the SCADA system.
- We prefer dry type industrial systems and equipment that do not require water consumption in production.
- We continue to optimize chemical consumption and blowdown water by installing cooling water conditioning automation system.
- We continue to design projects to recover approximately 85% of wastewater from machinery, benches and equipment through on-site recovery systems (Zero Liquid Discharge -ZLD).
- We implement dry landscaping practices to reduce the amount of water used for irrigation.
- Wastewater treated at the domestic wastewater treatment plant is used as irrigation water and we recover a significant amount of water.

# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE ACTIVITIES

“With The Zero Liquid Discharge (ZLD) Project, We Aim To Recover a Total of Approximately 23,500 m<sup>3</sup> of Water and Save On Fresh Water Use, Assuming That These Systems Operate At 85%. ”

The details of the treatment plants and facilities in our Company are presented in the table below.

| Facility                            | Capacity   | Details   |
|-------------------------------------|--|---|
| Drinking Water Treatment Plant      | 360 m <sup>3</sup> /hour water                                     | <ul style="list-style-type: none"> <li>We treat raw water from Çamlidere and Kurtboğazi dams in our facility and provide drinking and utility water for the factory and lodging area.</li> </ul>  |
| Industrial Waste Pretreatment Plant | 28 m <sup>3</sup> /hour acid<br><br>7 m <sup>3</sup> /hour caustic | <ul style="list-style-type: none"> <li>We subject the wastewater from chemical process lines to pre-treatment in this facility. After the acidic and caustic wastewater from the storage tanks is treated in the reactors within the facility (reduction, neutralization, coagulation-flocculation, precipitation, dewatering stages), we send the treated top water to the Domestic Wastewater Treatment Plant. We send the sludge formed as a result of treatment to licensed incineration plants.</li> <li>We treat the cutting liquids (boron oil) formed on the benches in the production areas at the facility and send the water formed after the treatment process to the Domestic Wastewater Treatment Plant and the remaining oil to licensed companies for recycling.</li> </ul> |
| Domestic Wastewater Treatment Plant | 2,500 m <sup>3</sup> /day wastewater                               | <ul style="list-style-type: none"> <li>At the Domestic Wastewater Treatment Plant, we treat domestic wastewater and pre-treated industrial and process water from the factory site and lodgings.</li> <li>We also use the water treated at the plant as irrigation water. We discharge the wastewater treated at the plant to Ova Stream by meeting the limit values specified in Table 18.2 of the Water Pollution Control Regulation.</li> </ul>  |

Operational data of the treatment plants are presented under sub-headings as follows.

### Drinking Water Treatment Plant

A total of 1,828\*103 m<sup>3</sup> water was treated in the drinking water treatment plant in 2024, and the water consumption amount of the factory and lodging area in 2024 is approximately 1,559\*103 m<sup>3</sup>. In addition, approximately 32 tons of chemicals were consumed in our facility in 2024.

| Drinking Water Treatment Plant                        | 2020      | 2021      | 2022      | 2023      | 2024*     |
|---|-----------|-----------|-----------|-----------|-----------|
| Total Raw Water Treated (m <sup>3</sup> )             | 1,374,600 | 1,485,460 | 1,529,700 | 1,692,310 | 1,828,490 |
| Water Consumption (m <sup>3</sup> )                   | 899,654   | 938,291   | 1,030,532 | 1,235,574 | 1,345,908 |
| Irrigation Water (Lodging Area)                       | 132,680   | 127,510   | 117,920   | 174,580   | 212,720   |
| Total Water Consumption (m <sup>3</sup> )             | 1,032,334 | 1,065,801 | 1,148,452 | 1,410,154 | 1,558,628 |
| Per Capita Water Consumption (m <sup>3</sup> /person) | 92.64     | 82.13     | 75.52     | 80.31     | 86.70     |

### Industrial Waste Pretreatment Plant

In 2024, we treated a total of 92,474 m<sup>3</sup> of industrial wastewater, including 80,427 m<sup>3</sup> of acid and 12,047 m<sup>3</sup> of caustic wastewater at the Industrial Pretreatment Plant.

\* 2024 water consumption data has not yet been verified under the ISO14046 Water Footprint Standard.

# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE ACTIVITIES

### Domestic Wastewater Treatment Plant

The wastewater treated at the Domestic Wastewater Treatment Plant is used as irrigation water. We take samples from the wastewater treatment plant outlet at two-week intervals every month by an accredited laboratory and prepare an analysis report. The analysis results meet the legislative limit values. In 2024, we earned approximately 4,3 million TL with wastewater recovery

### Domestic Wastewater Treatment Plant and Wastewater Recovery Data

| Year   | Amount of Wastewater Treated (m <sup>3</sup> ) | Amount of Treated Water Used in Irrigation (m <sup>3</sup> ) | Recovery Rate (%) | Amount of Treated Wastewater Per Capita (m <sup>3</sup> ) |
|--------|--|--|-------------------|---|
| 2020   | 287.440  | 108.590  | 38%               | 29,60   |
| 2021   | 320.868  | 94.886   | 30%               | 28,09   |
| 2022*  | 378.138  | 91.335   | 24%               | 27,72   |
| 2023   | 298.878  | 62.841   | 21%               | 19,42   |
| 2024** | 321.929  | 131.753  | 41%               | 20,74   |

\* 2022 data has been reviewed and revised in line with the ISO14046:2014 Water Footprint verification process.

\*\* 2024 water and wastewater data has not been verified within the scope of the ISO14046:2014 Water Footprint Standard before the report publication date.

### Our Activities within the Scope of Water Management

With the water measurement and automation project completed in 2022, we measure the water consumption in the production areas and lodging areas of our Company on a daily basis on a building basis with the SCADA system. In 2024, we installed water meters in our new buildings and integrated them into the SCADA system. We are carrying out Potable and Utility Water Network Measurement and SCADA System Installation works for our new buildings in the factory and lodging area. We can instantly see the measurement and monitoring of our 80 buildings, including production buildings and lodgings, through the system. In this way, water consumption amounts will continue to be evaluated on a building basis and a "water consumption map" will be created by revealing which processes need to be improved in order to reduce water consumption and use water resources effectively.

With the SCADA system installed, we can see daily, weekly and monthly consumption data. Location, operating status and daily, monthly and annual graphs of each meter are included in the system. With this automation system, we ensure early detection of any leakage or leakage caused by the failure and breakage of pipelines throughout the water distribution network in general. Since the installation of the meters;

We detected the water leakage by monitoring the meter located at Aviation Organized Industrial Zone. The meter showed a consumption of 120 m<sup>3</sup>/day. Considering the operations at this location, Aviation Organized Industrial Zone is not a large water consumer. We investigated the immediate area of the flow meter and found that there was a leak in the pipeline. After the leak in the pipeline was repaired, the consumption reading from the same meter decreased to around 15 m<sup>3</sup>/day. Therefore, we prevented approximately 40,000 m<sup>3</sup> of water waste annually with a single detection.

ZLD systems are a wastewater management strategy that eliminates liquid waste discharge and maximizes water use efficiency. In principle, they are integrated systems that remove dissolved solids from wastewater and return the treated water to the process. In 2022, we commissioned the degreasing chemical treatment plant to remove the oil on the surfaces of the parts with the "Alkaline Cleaning" method before the heat treatment process required for the forming process of aluminum sheet plates. For the wastewater from this system, we installed the ZLD system.

In 2022, the ZLD system, which was first installed for surface treatment water from the degreasing process, consists of activated carbon, deionization, reverse osmosis and evaporator technologies. In the 65 m<sup>3</sup>/day capacity ZLD system, energy consumption is minimized by using a heat pump vacuum evaporator, while the carbon footprint of the system is reduced by using refrigerants with lower Global Warming Potential (GWP) in the cooling cycle.

### “The ZLD System Installed In Our Company Is The First High-Capacity Plant in Türkiye.”

The plant saves approximately 15,000 m<sup>3</sup> of water per year by treating the wastewater and recycling it back into the system. Compared to conventional treatment systems, the amount of chemicals to be used for wastewater treatment in the ZLD system is 70%-90% less. Commissioned in 2023, our Wastewater Recovery Facility, which operates on the principle of zero liquid discharge for the recovery of wastewater from Copper Plating and Nital Etch processes, consists of vacuum evaporator and reverse osmosis systems. The plant has a daily treatment capacity of 11.5 m<sup>3</sup>.

# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE ACTIVITIES

### ISO 14046 Water Footprint Calculations

For our 2022 activity data, we calculated the water inventory for the first time in 2023 within the scope of ISO14046:2014 Water Footprint standard. Our prepared inventory data was verified by the authorized institution on July 13, 2023. 2022 Blue Water Footprint is 1,152,917 m<sup>3</sup>. In the 2022 Gray Water Footprint calculations, the total amount of wastewater treated was 378,138 m<sup>3</sup>, the amount of wastewater used in irrigation was 91,335 m<sup>3</sup> and the amount of wastewater discharged was 286,802 m<sup>3</sup>. Gray Water Footprint for 2022 was calculated as 143,921 m<sup>3</sup> by evaluating with accredited wastewater analyzes. The 2022 blue water and gray water footprint data are presented below.

\*Analysis values were revised in December during the reporting period in accordance with the Water Pollution Control Regulation, therefore the evaluation was adjusted according to the new limit within the scope of the decision rule applied by the laboratory. This change has been taken into account in gray water calculation.

Water inventory was calculated in 2024 for Turkish Aerospace 2023 activity data within the scope of ISO14046:2014 Water Footprint standard. The prepared inventory data was verified by the authorized institution on 09 September 2024. 2023 Blue Water Footprint is 1,411,150 m<sup>3</sup>. In 2023 Gray Water Footprint calculations, the total amount of wastewater treated was 298,878 m<sup>3</sup>, the amount of wastewater used in irrigation was 62,841 m<sup>3</sup> and the amount of wastewater discharged was 236,037 m<sup>3</sup>. Gray Water Footprint for 2023 was calculated as 161,930 m<sup>3</sup> by evaluating with accredited wastewater analyzes.

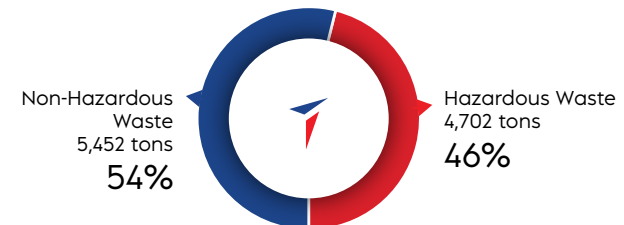
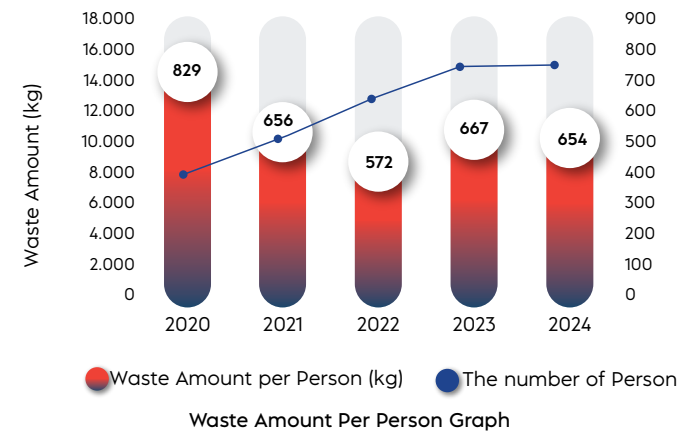
### OUR WASTE MANAGEMENT AND CIRCULAR ECONOMY STUDIES

The basic understanding of the waste management system is to prevent and/or minimize the amount of waste within the framework of the life cycle. In cases where waste production is inevitable, it is essential that waste is reused, recycled and recovered with other processes aimed at obtaining secondary raw materials, used as an energy source or disposed of/made.

We primarily evaluate the use of scrap materials within the Company by observing the zero waste philosophy. In this context, we temporarily store

hazardous waste, recyclable waste and scrap materials collected throughout our Company and send them to recovery/disposal facilities.

With our Waste Management System, we collected approximately 10,155 tons of hazardous and non-hazardous waste in 2024. The graph showing the distribution of collected waste by type is presented below. In 2024, a 2% decrease is observed in the total amount of waste generated per person compared to 2023, and a 39.4% decrease is observed compared to 2016.

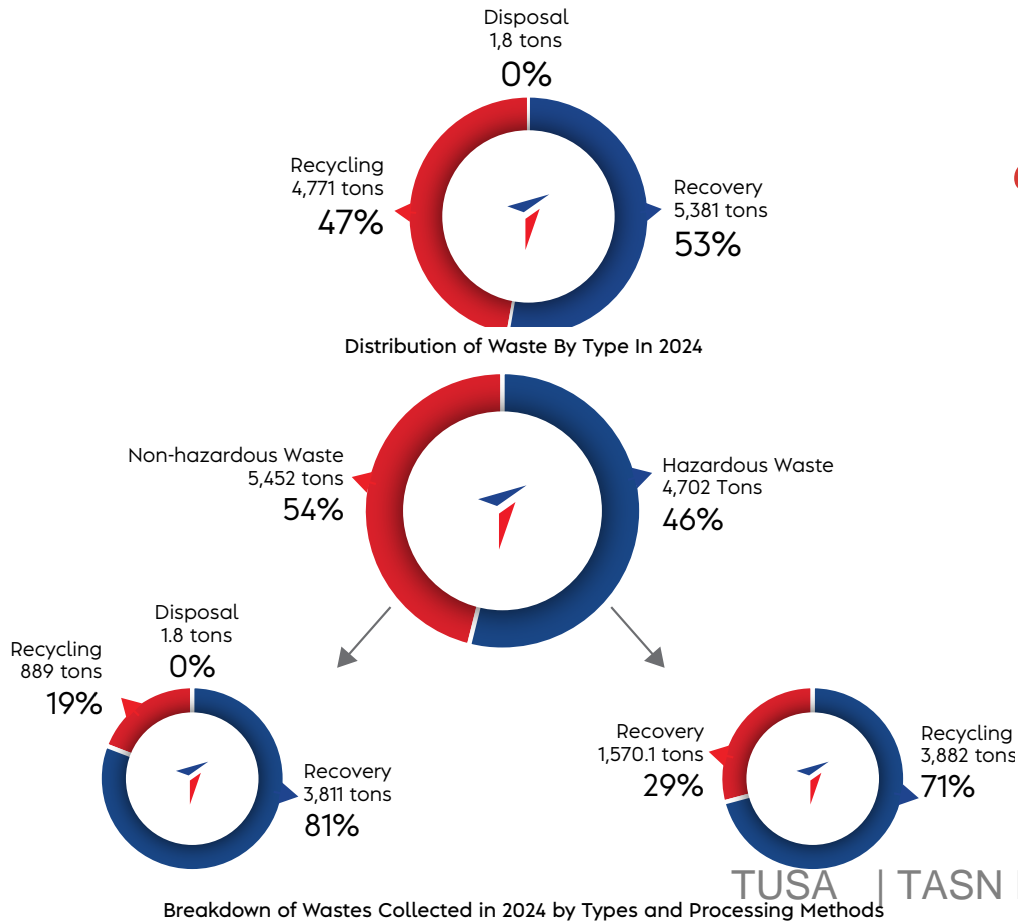


Distribution of Waste By Type In 2024

# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE ACTIVITIES

The distribution of hazardous and non-hazardous wastes according to waste processing methods is given in the graphs below. 99% of the waste generated in 2024 was recycled/recovered, and income was generated from hazardous and non-hazardous wastes in 2024.



We collect each different hazardous waste in our Company in separately identified buckets/barrels/containers at Hazardous Waste Collection (TAN) points designated in the area where they are generated. We conduct integrated environmental audits at our Company 4 times a year on a quarterly basis. A total of 180 separate TAN points were inspected in our Company between on December 2024, and the findings of the inspections were reported to the relevant directorates.

## OUR ZERO WASTE PRACTICES AND ACHIEVEMENTS

“Our Company Has Become The First Company Among Industrial Enterprises In Türkiye To Receive The Basic Level Zero Waste Certificate Issued By The Ministry Of Environment, Urbanization And Climate Change.”

We started the Zero Waste Project in March 2019 with the aim of using our resources efficiently, reducing the amount of waste generated, establishing an effective waste collection system and ensuring the recovery/recycling of waste. The Zero Waste Certificate was renewed in 2024 and the certificate is valid until 05.12.2029.

We carry out our activities within the scope of Zero Waste Management System within the framework of our Zero Waste Management Plan with the awareness of sustainability and circular economy. Our Zero Waste Practices are listed below.

- We utilize 99% of the waste generated through recycling and recovery within the scope of the Zero Waste Project.
- We utilize organic waste, which is leftover food, in our Pet Shelter located on our campus and use it to meet the food needs of stray animals.
- Within the scope of our Zero Waste Project, the Wooden Café, which was built entirely with recycled materials and opened for use in September 2019. It continues to operate in our Social Facilities Zone.
- For the agendas distributed to our new employees, we prefer products made of recyclable paper materials.



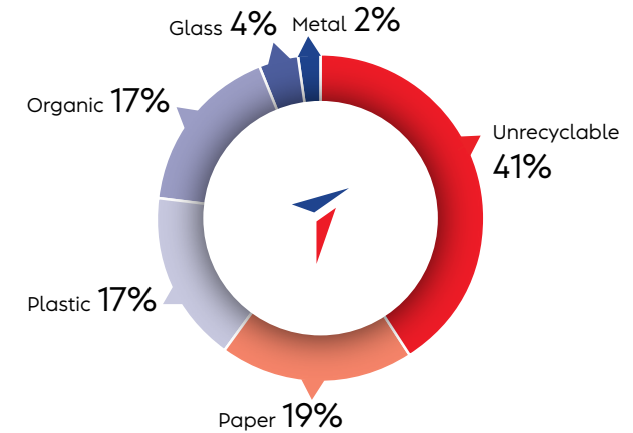
# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE ACTIVITIES

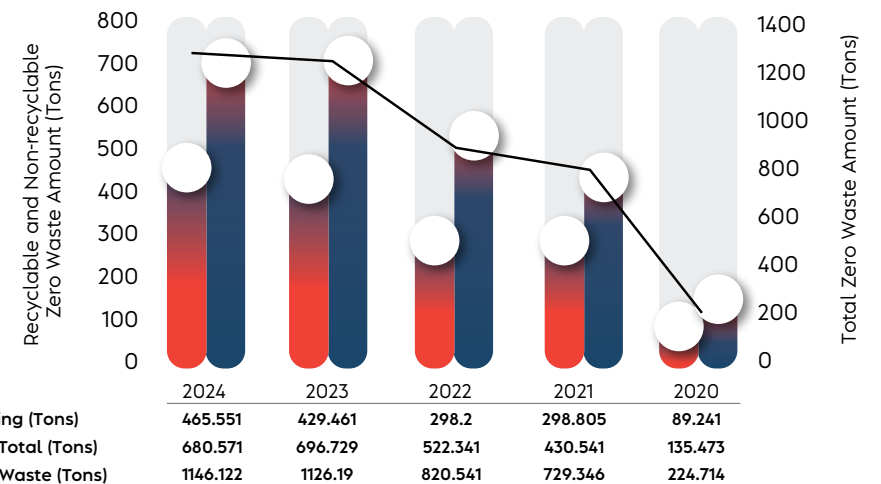
- We make our internal announcements via e-mail and SMS in order to prevent paper waste.
- We are conducting awareness and consciousness-raising activities (such as posters, etc.) within our Company regarding Zero Waste.
- We used the wood and metal materials from the scrap yard for the construction of landscape products and social facilities such as cafes, park seating groups, tables and chairs, masjids, flower beds, etc.
- Efficient use of natural resources and improvements in waste management practices are among our environmental targets.
- We reuse surplus materials in different production areas for reuse purposes. In this context, in 2024, we reused a total of 27,805 kg of surplus products (computer equipment, cabinets, crates, crates, pallets, tables, shelves, metal parts, cable paint, etc.) by our different directorates within the factory.

We send the parts separated as scrap by the responsible persons of the relevant units in the production areas of Turkish Aerospace to the scrap area by opening a record on the Nonconformity Management System (NMS) in line with our procedure prepared accordingly. We count the scrap materials that reach the area and compare them with the system records and accept them if there is no nonconformity. Since the materials can be reused for testing and trial purposes, we can divert the materials upon request within the scope of our relevant procedure. We can permanently divert materials to our diverting departments, provided that they are not used on the aircraft, and we prevent the formation of scrap for testing and trial purposes. Materials and parts that cannot be reused are considered as waste and sent to the Waste Temporary Storage Area.

With the Zero Waste Management System, we recycled 59% of our waste collected in 2024. We share the waste collected by type and percentage distribution in the graph below.



Our Waste Distribution Rate in 2024



2024 Recyclable and Non-Recyclable Waste Distribution

# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE ACTIVITIES

The gains we achieved in 2024 through the separate collection of non-hazardous waste at the source and its contribution to recycling are presented in the table below.

### Our Gains Achieved in 2024 with Zero Waste Management System

| Waste Type   | Storage Space Gain (m <sup>3</sup> ) | Energy Savings (kWh) | Greenhouse Gas Emission Reduction (kg) | Tree Salvaged (pcs) | Oil (barrels)   | Raw Material Savings (tons) |
|--------------|--------------------------------------|----------------------|--|---------------------|-----------------|-----------------------------|
| Glass        | 69.32                                | 1,940.90             | 1,386.36                               | -                   | -               | 55,45                       |
| Paper        | 527.74                               | 865,485.40           | 37,363.64                              | 3,588,60            | -               | -                           |
| Plastic      | 456.40                               | 1,145,752.14         | 8,135.75                               | -                   | 3,234.46        | -                           |
| Metal        | 81.22                                | 17,381.51            | 2,572.03                               | -                   | -               | 35,20                       |
| <b>Total</b> | <b>1,134.68</b>                      | <b>2,030,559.95</b>  | <b>49,457.78</b>                       | <b>3,588.6</b>      | <b>3,234.46</b> | <b>90,65</b>                |

\*NOTE: Data calculated with the waste counter on the sifiratik.gov.tr website.

## DANGEROUS GOODS TRANSPORTATION ACTIVITIES

Within the scope of ADR international legislation and the Regulation on the Carriage of Dangerous Goods by Road, our Company operates as Receiver-Unloader-Filler-Sender-Packager-Transporter and Loader in the transportation of dangerous goods. In this context, our Company has a Dangerous Goods Activity Certificate. Within the scope of national and international legislation, we continue to carry out hazardous material inventory studies, digitalization studies, e-learning and in-class training practices, and annual survey activities.

## ACTIVITIES RELATED TO CHEMICAL REGISTRATIONS

The activities carried out in 2024 under the Regulation on Registration, Evaluation, Authorization and Restriction of Chemicals are listed below.

- Control of incoming reports for chemicals used for civilian purposes within the enterprise
- Collection of registration data for relevant chemicals
- Creating data sets
- Within the scope of the amended regulation, studies are carried out to provide updated forms of materials whose Safety Data Sheet is outdated
- Creating lists of missing materials for Safety Data Sheet (SDS)

## OUR ENVIRONMENTAL AWARENESS ACTIVITIES

### Green Flag League

We continue the Green Flag League, a fun and competitive practice that we launched on June 5, 2020, World Environment Day, with the aim of reducing waste, raising environmental awareness and raising the level of awareness throughout our Company. In this context, we evaluate our employees on certain scoring criteria for four quarters a year. We rank the points collected by the directorates according to the score ranges determined from the highest to the lowest. As a result of the scoring we do every three months, we determine the rankings of the Departments in the league. In this way, we aim to increase the level of environmental awareness and consciousness of the Departments while competing with each other. Departments in the green category, which includes those with the highest scores, focus on maintaining their positions in the following periods, while the departments in the yellow and red categories work harder to reach the green level. The score statuses of the Directorates are published on the internal web portal, so that our Departments can monitor their current status.



Within the scope of this activity, we evaluate our Directorates cumulatively within the scope of quarterly environmental audit findings, participation in the survey, environmental awareness rate, risk management through the Risk Management System (RMS) module, preparation of environmental information forms, output reduction, JIRA finding closure rate, suggestions and environmental targets.

In the Green Flag League, we re-score every semester. At the end of the semester, we give Environmental Achievement Certificates to the top three departments and the Green Flag to the first department. The Department that ranks first has the flag until the next semester's scoring.

\* With the Green Flag League, which started on June 5, 2020 World Environment Day, we achieved 87% in Environmental Awareness Level and 92% in the Evaluation of Findings in Environmental Inspections.

# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE ACTIVITIES

### Environmental Trainings

Within the scope of environmental legislation, ISO 14001 Environmental Management System, ISO 14064:2018 greenhouse gas emissions calculation studies and hazardous material transportation activities, we provide training on the following subjects in our Company.

We provide trainings online. Training contents are presented below:

**General Environmental Awareness and Environmental Management System Training:** We started to provide the training since 2024 by combining three separate trainings. The scope of the training is given below.

- Environment and Climate Change Policy, internal environmental audits, external audits, environmental legislation and legal environmental obligations
- Definition of environment, environmental dimension and environmental impacts, environmental pollution and its causes, types of environmental pollution and various environmental problems, transportation of pollutants and their effects on living things, global climate change and its effects, environmental problems and solution systems and TUSAŞ environmental management systems
- Definition of zero waste within the scope of Zero Waste Management System, Zero Waste Regulation, recyclable non-hazardous wastes, recoverable hazardous wastes, zero waste management gains and zero waste practices.

**ISO 14001 Environmental Management System Training:** In accordance with the ISO 14001 Environmental Management System Standard, the training is provided to raise awareness about the environmental aspects of our Company's activities, products and services, environmental policy and environmental management system. The content of the training is given below.

- Recognition of ISO 14001 Environmental Management System Standard
- Definition of environmental dimensions and impacts
- Definition of environmental risks, process and risk management
- Preparation of environmental information forms

**ISO 14064 Greenhouse Gas Emissions and Corporate Carbon Footprint Information Training:** The training provides information on the concepts of greenhouse gas emissions and carbon footprint, studies on climate change, calculation of greenhouse gas emissions, carbon tax mechanisms and their possible effects, ISO 14064:2018 standard and carbon footprint calculation process.

**General Awareness and Safety Training on the Transportation of Dangerous Goods by Road:** In the training, the transportation and handling (unloading-loading-filling-packaging) of dangerous goods within the scope of ADR are carried out within the scope of the Regulation on the Carriage of Dangerous Goods by Road published by the Ministry of Transport and Infrastructure and in accordance with the specified ADR provisions, ensuring that our employees are informed and the transportation is made safe.

| Training Name   | Total Training Hours |
|---|----------------------|
| ISO 14001 Environmental Management System and Environmental Information Forms               | 8,568                |
| Transportation of Dangerous Goods by Road   | 3,776                |
| ISO 14064:2018 Greenhouse Gas Emissions and Corporate Carbon Footprint Information Training | 1,253                |
| Dangerous Goods Acceptance, Unloading and Loading Operations                                | 150                  |
| Transportation of Explosive Substances  | 36                   |
| General Environmental Awareness and TUSAŞ Environmental Management System Training          | 10,041               |

### Environmental Awareness Surveys

We conduct Environmental Awareness surveys 4 times a year in parallel with the Green Flag League. When the year-end data of the Green Flag League for 2023 and 2024 are evaluated; it was seen that there was a 14% increase in awareness.

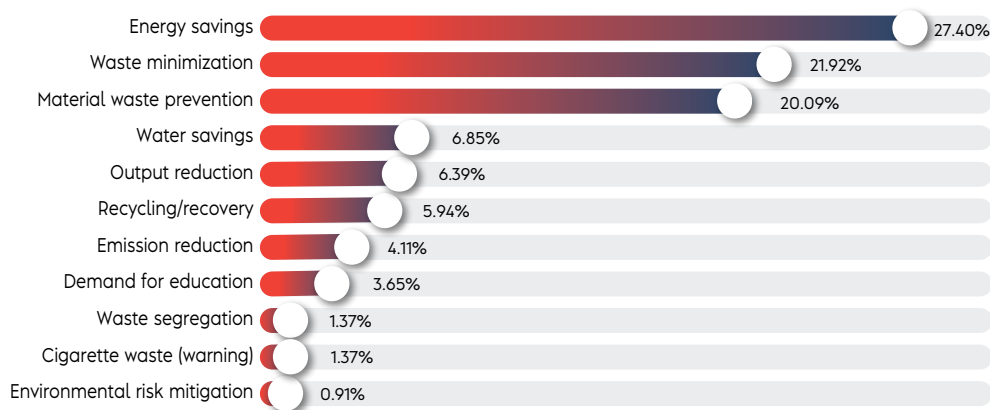
\* Data are for the season studies between June 5, 2023 and June 5, 2024.

# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE ACTIVITIES

### Environment Recommendations

Departments submit their suggestions on environmental practices through environmental surveys and/or the suggestion system. A total of 219 environmental suggestions were made in 2024, and the suggestions mainly focused on energy saving (27.4%), waste reduction (21.92%), prevention of material waste (20.09%) and water saving (6.85%). Suggestion titles and percentage distributions are presented in the table below.



Environmental Suggestion Subject Breakdown

## DIGITALIZATION STUDIES IN ENVIRONMENTAL MANAGEMENT PROCESSES

### JIRA 8 Business Management Platform

In June 2022, we implemented the CYS Environmental Management and Climate Change Activities Project through the JIRA 8 Business Management Platform. Within the scope of the project;

- Findings of quarterly audits,
- External audit findings,
- Field observation findings and
- The findings of nonconformities received through employee notification are reported.

“With The 3D Trasar Automation Systems Project Implemented In Open-Type Cooling Towers, We Reduced The Amount Of Blowdown Water By 2,000 M<sup>3</sup> Between 2021 and 2024 and Thereby Saved Treatment Costs By Not Sending It To The Wastewater Treatment Plant.”

### 3D TRASAR System

In order to optimize chemical dosing in cooling towers, we implemented the 3D TRASAR digital control system used in light industrial cooling water applications to automate cooling water conditioning. In this context, we installed the digital control system at 8 different locations in 2022. In 2023, we integrated one more 3D TRASAR control system and increased the total number of control systems to 9. In 2024, at 9 points where automation was implemented, we experienced a 36% reduction in wastewater going to bluff compared to 2021. With the Oxidation Reduction Potential (ORP) device, we ensure the optimization of the system by measuring parameters such as conductivity and chemicals such as inhibitors and biocides.

In the last 5 years, projects and investments that will provide environmental savings have been realized in our facility. In this context, we have realized investments for the Water Automation and Monitoring System Project, 3D TRASAR Automation Systems Project in Open Type Cooling Towers and ZLD Project

With the 3D Trasar system, for the relevant parameters that are outside the set limits, e-mails are sent to the defined users together with the relevant graphics explaining the alarms, current status and conditions from the database collected online. In this way, it is aimed to reduce the use of chemicals by optimizing chemical dosage with instant interventions and to reduce the amount of water going to wastewater treatment by bluffing.

In 2021, 6,277 m<sup>3</sup> of water was discharged directly to the wastewater treatment system through the blowdown valves of cooling water systems. In 2024, with 3D Trasar devices, this figure decreased to 4,014 m<sup>3</sup> and we achieved a 36% improvement in the amount of blowdown water going to wastewater compared to 2021.

### Our Environmental Management and Climate Change Scrap Management Project

In 2024, we created the Environmental Management and Climate Change Scrap Management Project, which will serve in the Business Management Platform (JIRA 8) module for the warehouse registration of scrap parts, divert requests and approvals. In this way, we are able to monitor the processes carried out within the scope of scrap material in a digital environment. The benefits to be provided with this software are listed below.

- The time spent will be shortened by digitalizing the activities currently carried out through manual processes and mails.
- Institutional memory will be created.
- Job tracking will become easier.
- Reduced dependency on individuals for work follow-up.

# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENERGY MANAGEMENT

### ISO 50001 ENERGY MANAGEMENT SYSTEM

“We Became The First Company Among TSKGV Companies To Receive ISO 50001:2011 Energy Management System Certification.”

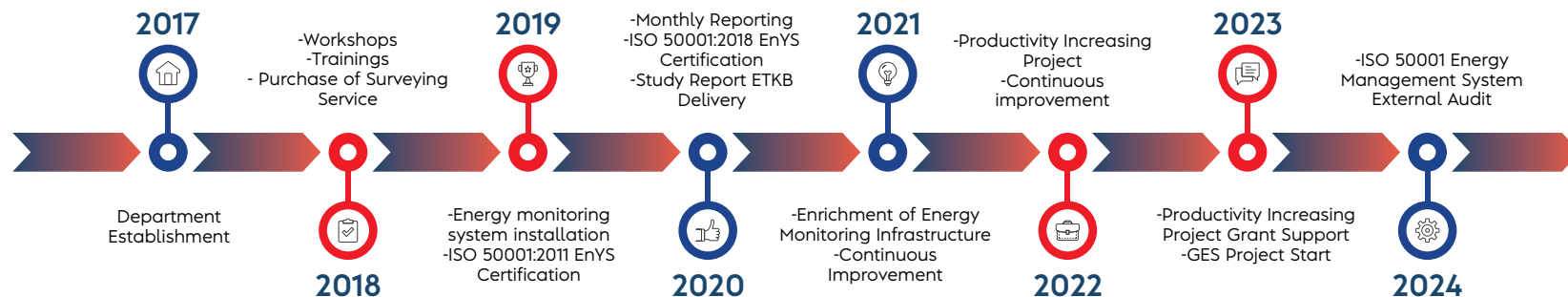
As Turkish Aerospace, we aim to continuously improve our energy performance and reduce energy costs, raise the awareness of our stakeholders on energy efficiency and ensure the long-term environmental and economic sustainability of our activities. In 2018, we launched the ISO 50001 Energy Management System in our Company as a result of the work we started in 2018. We succeeded in becoming the first company among TAFF companies to receive the ISO 50001:2011 Energy Management System certificate. After the external audit conducted in November 2020, we were entitled to switch to ISO 50001:2018 Energy Management System Energy Management System certificate without any negative findings. Finally, we successfully completed the certificate renewal audit conducted in October 2024 and renewed our certificate.

Unlike the 2011 version, ISO 50001:2018 Energy Management System standard covers the assessment of risks and opportunities. With the risks and opportunities we identify in this context, we ensure that the targeted results of Energy Management System are successfully realized and reduce unwanted effects. We carry out this process effectively with the Energy Risks module we have created in our Risk Management System.

As an Energy Management System certified Company since November 2019, we target the efficient use of energy, reduction of energy costs and continuous improvement of our system. With this awareness, we aim to realize our investment and improvement activities in the most efficient way with the Energy Reports we prepare every month.

We organize bimonthly meetings with the Energy Working Group, which we have established, to evaluate our Company's current energy performance in detail. These meetings help us continuously improve our energy management processes and maximize our Company's energy efficiency.

We see energy management as a critical strategy not only to reduce costs but also to ensure environmental sustainability, and we act with this understanding.



# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENERGY MANAGEMENT

### ENERGY AND INFRASTRUCTURE INTEGRATION ACTIVITIES

We document the records required by the standard in relation to the energy management system and create procedures that explain the basic elements of the Energy Management System and their interactions with each other.

By monitoring energy consumption data, we identify important areas of energy use according to energy consumption intensities. With the consumption data collected for these areas, we analyze parameters such as energy baseline and energy performance indicators using various statistical management tools, and perform KPI optimization and set value updates to reduce energy consumption.

We conduct energy audits and create action plans to identify opportunities for improvement within Turkish Aerospace.

We audit the compliance of the Energy Management System we have established with the planned regulations and the set goals and targets through internal audits.

We identify energy efficiency as an evaluation criterion in procurement activities. We consider opportunities to improve energy performance and operational control in the design of new, modified and/or renewed facilities, systems, equipment and processes that may have an impact on energy performance. Energy monitoring equipment was procured and installed for more qualified monitoring of energy consumption. Work was carried out to create an energy monitoring system that will eliminate manual monitoring. Currently, there are a total of 1,944 energy meters in the field. Thanks to the commissioned devices, we can remotely monitor the electricity and thermal consumption of the buildings in the main campus. We continue to work on the traceability of energy consumption of equipment and production benches.

We regularly carry out the verifications of energy measuring devices every year within the framework of the determined plan and procedure.

In order to emphasize the importance of compliance with the requirements of the Energy Management System, we raise awareness among our employees and organize trainings, surveys, competitions and poster campaigns on the impact on energy consumption.

In Industrial Enterprises, we define the projects prepared for the implementation of the measures determined by the energy audit study and the recovery of energy saving potential as Efficiency Improvement Projects. We submit these projects to the Ministry of Energy and Natural Resources and receive grant support when we achieve the efficiency promised in the approved and realized projects. As Turkish Aerospace, we applied for this support program with the Phase-2 Pump Replacement Project. Following the successful completion of the project, we were entitled to receive grant support as a result of the on-site inspection conducted by the Ministry in February 2024.

### OUR ENERGY CONSUMPTION AND ENERGY EFFICIENCY ACTIVITIES

Activities to improve our natural gas performance are listed below:

In our cogeneration facility located in the Akıncı campus of the Turkish Aerospace, we generate electricity and waste heat output with natural gas input.

In 2024, we produced 30% of our total electricity consumption and 15% of our total heat consumption in the Cogeneration Facility.

- **SolarWall Installation:** The air to be used for space heating or process heating is first preheated by utilizing the heat of the sun. This saves the amount of superheated water used for heating. At full capacity, we **save 6,260 MWh of energy** annually.
- **Elimination of Compressed Air Leaks:** We **saved 346 MWh of energy** in 2024 by eliminating the leaks detected in the field.
- **Renewal of Condensers:** We achieved **1,100 MWh of energy savings** in 2024 by identifying and renewing defective condensers.

# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENERGY MANAGEMENT

“Our Total Savings In Energy In The Last 5 Years  
Projection: 15,700,000 Kwh”

In order to offer innovative solutions to local and global challenges through our investments, we develop climate and environmentally friendly solutions and continue to increase our savings through our energy investments. We are adding new ones to the improvement efforts we have realized in previous years. Our efforts are summarized below.

- Lighting revisions in different buildings
- Replacement of tank scrubber fan with efficient one
- Revision of compressed air leaks
- SolarWall applications
- Steam boiler economizer refurbishment
- Replacement of defective condensers
- Condensate recovery project
- Shortening the usage time of the furnace with the construction of a tempering furnace unloading trolley
- Ensuring the control of aluminum and small furnace with automation system
- Revision of automation software for air handling units
- Shutdown of clean room air handling units during the holiday
- Replacement of the chiller motor with an efficient 37 kW instead of 45 kW
- Autoclave process improvement (Kaizen Study)
- Energy gain by frequency reduction in hot water pumps
- Boiler Burner modernization and recuperator replacement
- Hot water usage optimization
- LED lighting transformation project

## OUR DIGITALIZATION EFFORTS

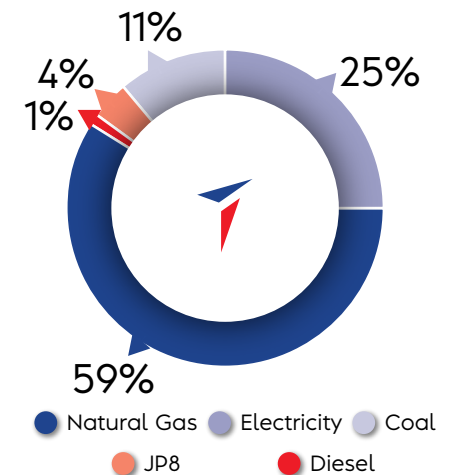
“By updating the Energy Monitoring and Tracking system, we brought a more user-friendly digital platform with high reporting capability to our Company.”



41.252,34  
TEP  
TUSAŞ Annual  
Total Energy  
Consumption



10.313,97  
TEP  
Electricity  
Consumption



## OPERATIONAL ENERGY EFFICIENCY

In 2024, it was targeted to be below the value of 1 since the actual electricity consumption and the projected electricity consumption are proportioned in line with the regression analyses made for the Important Energy Use Areas. At the end of 2024, the actual value was realized as 0.94.

# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENERGY MANAGEMENT

### NEW TERM ACTIVITIES

#### Compressed Air Leaks Revisions

The elimination of the leaks detected by the compressed air leakage checks carried out on a monthly basis saved 346,100 kWh of electricity for the Turkish Aerospace Akıncı facility.

In addition, with the Compressed Air Audit conducted in August at the Turkish Aerospace Akıncı facility, the system was evaluated in terms of efficiency and potential opportunities related to the process were reported.

- Turning the air suction points of the compressors in our production building to the north direction
- Increasing dryer capacities by turning the compressor suction air to the north direction
- Regular maintenance of compressor efficiencies with compressor screw change clock management
- Prevention of pressure loss with air tank installation in our Chemical Waste Pretreatment building

#### Steam Leaks Revisions

With the elimination of the leaks detected through monthly steam leakage controls, 1,419 tons of steam savings were provided to the Turkish Aerospace Akıncı facility.

#### Energy Awareness Activities

Within the scope of the Energy Efficiency Week on January 8-14, 2024, we added visuals about energy efficiency and energy saving to the lock screens of personnel computers. We also had our children studying at the Minik Kanatlar Nursery and Kindergarten the Turkish Aerospace Akıncı Facility draw pictures to raise awareness on energy efficiency and energy saving. We continue to organize such activities to raise energy awareness from a young age.



In order to raise awareness of energy use and energy efficiency in our Company, we sent the "Energy Efficiency Awareness Survey" to all our employees in the 2nd week of 2024. The awareness score graph according to the survey results is given below. With our regular surveys, we aim to ensure that energy resources are used rationally, without waste, efficiently and to spread this awareness.

### OUR PLANNED ACTIVITIES

#### SPP Phase-1 Project

Through the project, we aim to realize a positive reduction in the carbon emissions of the facility with the energy provided from renewable sources and make a direct contribution to our sustainability goals. We aim to make a direct contribution to our sustainability goals by reducing the carbon emissions of the Turkish Aerospace Akıncı facility with the energy provided from renewable sources.

#### Electric Vehicle Charging Stations

In order to indirectly contribute to the reduction of fossil fuel consumption, to step into an important part of the sustainable energy ecosystem and to support this ecosystem, we plan to realize our Electric Vehicle Charging Station project in our Social Facilities Area in 2025.

# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## ENERGY MANAGEMENT

### OUR ENERGY TRAININGS

We organize "Energy Efficiency Awareness" and "Energy Management System" trainings to raise energy efficiency awareness within the Company and explain the energy management system. In 2024, a total of 7,491 employees received 7,491 man\*hours of energy efficiency training, raising energy efficiency awareness.

### OUR ENERGY MONITORING SYSTEM

The prerequisite for managing energy is to measure and monitor energy consumption. Regions with high energy consumption and various measurement points have been identified and hot water/hot water calorimeters, meters, compressed air flow meters and energy analyzers have been procured and installed in order to measure the results of the improvements to be made.

In the first phase, the communication infrastructure required for 440 meters in different areas was established and energy monitoring software was procured and the monitoring of the meters was digitized.

We continue to work on the traceability of energy consumption of production benches. Currently, energy analyzers have been installed on 186 critical benches. As the energy measurement and monitoring infrastructure is strengthened, bench-based energy consumption reports will be generated.

With the commissioning of the Energy Monitoring System, our energy monitoring and measurement infrastructure has been further strengthened. With the procurement of the system, the communication infrastructures of the monitoring-measuring devices were established. Thanks to this program;

- Energy consumption can be monitored instantly,
- We can identify factors affecting energy consumption and opportunities to increase efficiency,
- We can observe the effects of energy-efficient processes and
- We can generate reports on energy consumption.

### ENERGY MONITORING SYSTEM DISTRIBUTION

At Turkish Aerospace, we continue our efforts to increase energy efficiency, reduce costs and optimize capital investment in the best way possible. Thanks to our comprehensive monitoring and measurement system, we are able to analyze and report detailed energy consumption analysis of the facility on the basis of region, building, area, bench and panel. In addition, by identifying areas of energy intensive use, we are able to provide data to be used in accounting/cost calculations, R&D grant support projects and energy consumption notifications within the scope of legal obligations. In addition, we evaluate the impact of improvement activities on our performance and, in some cases, use this data in failure analysis.



# OUR SUSTAINABLE ENVIRONMENTAL PRACTICES

## OUR RESPECT FOR BIODIVERSITY

### MEASURES TAKEN TO PROTECT BIODIVERSITY

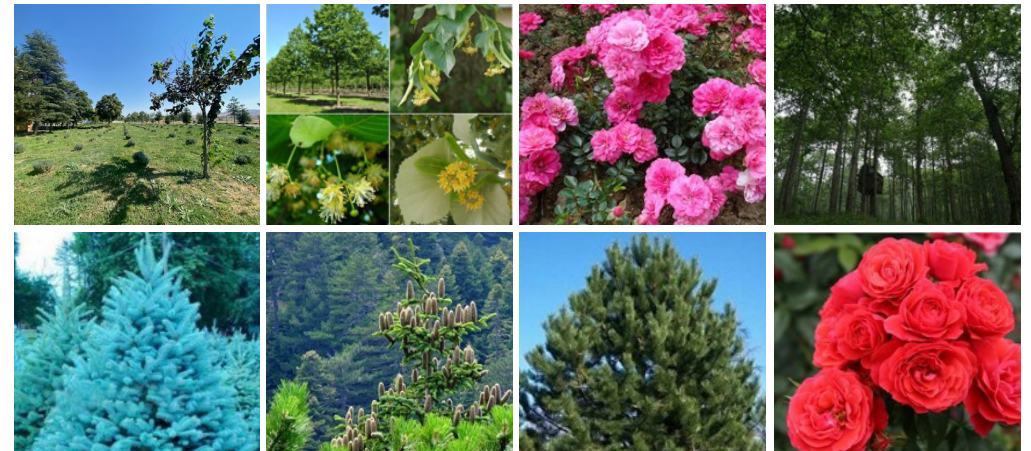
Biodiversity loss and ecosystem collapse are among the highest risks of the next 10-year period in the 2024 Global Risks report published by the World Economic Forum. In this context, we carry out our activities to reduce the impact on biodiversity and support a sustainable environment.

Different species in an ecosystem contribute to its resilience and ability to adapt to changes. A diverse ecosystem is more resilient to epidemics, climate fluctuations and other adverse environmental disturbances, whether natural or man-made. Biodiversity conservation is crucial not only because of its inherent value, but also because it provides us with clean air, potable water, quality soil and crop pollination. At Turkish Aerospace, we protect biodiversity, help us combat and adapt to climate change, and aim to reduce the impact of natural hazards. Our activities in this context are summarized below.

- As a perennial plant, roses are important in terms of sustainability and annual water savings as they require less maintenance and water compared to lawns. In our Company, we prefer rose varieties that are completely local, suitable for the climate of the region and grafted. We aim to increase the total number of roses from 16,250 to 18,750 as of this year.
- We use 9 different types of seasonal flowers in our Company's campus, separately for summer and winter seasons. While determining the species, we consider criteria such as being endemic and suitable for seasonal conditions.
- Approximately 3,000 of the approximately 10,000 plant species growing in Türkiye are endemic. With this feature, Türkiye has more endemic plant species than the whole of Europe. As Turkish Aerospace, we are planting approximately 187,000 trees and shrubs from these endemic species in the Factory and Social Facilities Area. We aim to contribute to biodiversity by preferring endemic species native to our country when planting in our facilities.

### OUR STRATEGIC GOALS FOR INCREASING BIODIVERSITY

Every year we continue our efforts to receive free saplings from the General Directorate of Forestry and plant them. Last year, we targeted 7,000 saplings to be planted, and in 2024 we planted 9,000. Next year, we aim to contribute to biodiversity by planting 5,000 saplings. We aim to plant 9,500 seasonal flowers, more than 3,000 shrubs, trees and indoor plants in our greenhouse in the Social Facility area, which we have put into operation with our own means, and to plant throughout the Company in 2025. We also contributed to biodiversity by planting two large lavender gardens in the Social Facility area with lavender, which we propagated with steel production in our own greenhouse. Next year, we will continue our efforts to produce the plant known as kiri tree, which helps to reduce carbon emissions to a great extent, and to make it widespread in our facility.



# OUR HUMAN RESOURCES THAT ADD VALUE

We are preparing for the future with transparent and dynamic human resources processes that support the development of our employees.

 Total Number of Employees  
**15,524**

**Our Company Won Two Awards with the Votes of Young People.**

Our company was deemed worthy of awards in two different categories this year at the Youth Awards, where the work of companies in the fields of human resources and employer branding is evaluated with the votes of young people.





# OUR HUMAN RESOURCES THAT ADD VALUE

## EMPLOYEE EXPERIENCE AND INTERNAL COMMUNICATION

“At Turkish Aerospace, We Are Preparing For The Future With Transparent And Dynamic Human Resources Processes That Support The Development Of Our Employees. From Competency Management To Organizational Structuring, From Performance Management To Career Development, We Adopt A Continuous Improvement Approach In All Areas And Continue To Take Steps To Strengthen The Sustainable Success Of Our Employees And Our Organization.”

### EMPLOYEE ENGAGEMENT

In order to ensure the continuity of the satisfaction and loyalty of our colleagues, we continue our feedback channel practices that we receive from our colleagues. In summary, these practices include workshops, exit interviews, employee interviews conducted by the human resources business partnership in the field, solution center requests and processes carried out through applications received through the Employee Support channel.

### EMPLOYEE EXPERIENCE MAP

As a Company, we attach importance to Employee Experience Design. In short, Employee Experience Design is a set of solutions and practices developed to identify employee needs, demands and problems and to produce effective solutions for them. On each point on the Employee Experience Map, we aim to build our working environments more efficient and motivation-oriented by positioning our colleagues at the center of the process in all aspects. First of all, we receive feedback from our colleagues on what they feel and think through appropriate platforms, and we continue to make action plans on the Employee Experience Map points by making accurate analysis and reporting accordingly. We create a new employee and employer persona for each interaction along this journey. In this way, we update our existing practices and care about the happiness of our employees.

Our feedback channels such as employee support, exit interviews, workshops, focus group studies, field interviews of human resources business partnership teams, etc. provide us with continuous and up-to-date data. Thanks to our dashboards, we can access the reports we want in various breakdowns and make improvements by presenting them to our senior management. Thanks to the notifications received through our feedback channels, we resolve existing

problems before they become complicated, and ensure the satisfaction of our employees by resolving the problems we see as areas of opportunity. In addition, we aim to establish a talent relocation system that will ensure that the criteria that will be the basis for the procedures and principles of employee relocation are determined in a way that supports and increases specialization and motivation.

We have implemented a new system related to performance management, which we see as an important stage in the Employee Experience Map. As Human Resources, we carry out studies by thinking about the employee experience map in every innovation we make. While designing our processes, we organize design-oriented workshops with our colleagues and shape the processes with direct employee feedback.

### EMPLOYEE SUPPORT APPLICATION

With our Employee Support application, which is one of our feedback channels, we believe that we can provide a better working environment together by enabling our colleagues to communicate all kinds of problems, requests and opinions that affect their work life. We coordinate with the relevant departments regarding all kinds of opinions, suggestions and problems communicated by our colleagues and implement practices regarding their suggestions and problems. By enabling our colleagues to support the improvement of processes in our Company and the implementation of new practices, we continue to increase their loyalty and motivation to our Company. We conduct face-to-face, telephone or e-mail interviews with our employees in line with their needs and receive suggestions for solutions to their problems.

We carry out many internal communication activities on our campuses so that our colleagues can take a short break from their work. We hold development-



# OUR HUMAN RESOURCES THAT ADD VALUE

## EMPLOYEE EXPERIENCE AND INTERNAL COMMUNICATION

focused interviews with our colleagues who are experts in their fields and have success stories. We bring our colleagues together with doctors who are experts in different fields and help them find answers to their questions about their health.

With Active Life activities, we attach importance to work-life balance and offer our colleagues the opportunity to learn about their hobbies and interests and gain experience. In this context, we aim to increase the motivation of our colleagues by organizing interviews and workshops. We organize the Super Team Game Tournament to nurture our colleagues' sense of teamwork.



In the Energetic Monday event, which is held on the first Monday of every month at both our central and off-center campuses, we offer different treats and discounted product sales to help our colleagues start the month more motivated.

We also stand by our employees with our activities for the families of our colleagues. We organize Child Inventors workshops to contribute to the awareness and STE(A)M-oriented development of our colleagues' children. With the Family Day organized every year, we come together with the families of our colleagues and organize activities to strengthen the loyalty of our colleagues.

We know how important the special days of our colleagues are for them and we stand by them with our communication activities on these days. On the digital screens located within the Company, we organize a Welcome Celebration for our newly recruited colleagues with their names. In addition, on the birthdays of our colleagues, we organize a special celebration with their names on digital screens located near the buildings where they work. In addition, we present gifts to our colleagues on special occasions.

In 2024, We started to meet with our colleagues every Friday. We launched a communication channel that touches the social lives of our colleagues with the social content included in the mail.

## COMPREHENSIVE SOCIAL RIGHTS FOR ALL WORKERS

- 16 salaries a year
- Additional overtime payment

- Support payments and fuel subsidies that vary according to location conditions
- Eid bonuses for Eid al-Fitr and Eid al-Adha
- Optional private health insurance or complementary health insurance for all our employees and their families
- Examination, emergency intervention, psychologist, dietician and check-up services at the central campus
- Additional compassionate leave
- Academic leave for master's and doctoral studies
- Flexible working hours and the opportunity to complete the weekly working hours with flexible working hours, food service in the cafeterias of the central campus
- Opportunity to benefit from lodging in the central campus
- Nursery and kindergarten services for the children of our colleagues
- Accommodation service in the guesthouse located in the central campus

## MINİK KANATLAR NURSERY AND KINDERGARTEN

“Our Name is Minik Kanatlar, Our Goal is Great Happiness”

Turkish Aerospace Minik Kanatlar Kindergarten is located in the heart of nature with its huge garden. The door of the classrooms opening directly to the garden brings fresh air and the smell of earth into the classrooms and corridors of the school every day. Our full-day school aims to raise happy children in a safe environment.

In our school where Thematic Learning, Reggio Emilia, Montessori, Waldorf, Montessori, Waldorf and play-based learning methods are blended, and children are prepared for the future with an “Eclectic Approach”. In our kindergarten, where an international education program that fully supports children's developmental areas is implemented, each child starts life as a self-confident, self-discovering and most importantly happy individual.



# OUR HUMAN RESOURCES THAT ADD VALUE

## EMPLOYEE EXPERIENCE AND INTERNAL COMMUNICATION

Our school, which opens the doors of a new world to children with its bilingual education system, supports natural language acquisition and aims for children to learn English in the natural flow of life. With bilingual education, there are both English and preschool teachers in each class at the same time. The two teachers carry out all activities and trainings together full-time, and with this system, children learn English by living. Every week, a different class steps into new adventures in our project classrooms, which we created inspired by our project names with the belief that you cannot dream in the same classroom every day. Each new class sets sail for a new world, a new horizon.

We also support our children in their nutritional processes while they receive full-day education in a safe environment. Our breakfast, lunch and snacks are prepared by our food engineers by checking calories and ensuring all hygiene conditions in our kindergarten.

### “Holding The Trust Of The Future, Carrying The Future On Your Wings. That’s Why We Are Called Minik Kanatlar.”

- We provided pre-school education services to 410 employee children in a total of 23 branches, including 12 branches as Turkish Aerospace Minik Kanatlar Nursery School and 11 branches as Turkish Aerospace Minik Kanatlar Nursery and Kindergarten.
- At Minik Kanatlar Nursery and Kindergarten, where 46 teachers are employed in 23 branches, a total of 61 people contribute to the service as management, kitchen and cleaning team.
- In line with today’s changing vision of education, we have adopted psychology-based educational approaches and implemented a thematic education approach.
- In line with the adopted approaches, we supported all teachers with in-service trainings and carried out activities to put the educational approaches into practice.
- We emphasized the importance of early age in language acquisition and switched to a bilingual education system.

- In order to ensure and support students’ talent and skill discovery, we have started to offer branch courses in about 10 areas (Robotic Coding and Stem, Drama, Orf, Gymnastics, Dance, Spanish, Visual Arts, Chess, Speaking and Children’s Yoga).
- We have employed psychological counselors to monitor the development of students and provide support in terms of development and problems.
- While support was received from the guesthouse in terms of student meals, now 3 meals are provided by the nursery cook and his team in the kitchen of our nursery.
- Beyond the support we receive from the health center in terms of health follow-ups, there is a paramedic in our nursery to regularly monitor children’s fever and medication.
- We won the “Green Flag” by winning the “Eco-School” project, which emphasizes both the sustainability of nature and the importance of domestic production.
- In order to learn the sustainability of nature and the importance of domestic production by doing and experiencing, orchards were created as agricultural production areas in the nursery and kindergarten garden within the scope of “Minik Kanatlar to the Soil” activities.
- With all the training updates and improvements made in the last 4 years, Minik Kanatlar Nursery and Kindergarten has achieved a satisfaction rate of 84% to 96% in the satisfaction surveys organized in our Company.

## HUMAN RESOURCES BUSINESS PARTNERSHIP

### STRUCTURED EMPLOYEE INTERVIEWS

Within the scope of the “Structured Employee Interviews” we conduct within the scope of the Human Resources Business Partnership, we care about the opinions of our employees in all processes from their physical work environment to their future career planning, and we create awareness at all levels regarding the necessary actions. We touch all processes related to Human Resources with our question sets and interview methods we use during these interviews.

# OUR HUMAN RESOURCES THAT ADD VALUE

## EMPLOYEE EXPERIENCE AND INTERNAL COMMUNICATION

### ACTION PLANS WITHIN THE SCOPE OF EMPLOYEE ENGAGEMENT SURVEY

We conduct one-on-one interviews with our managers based on the results of our Employee Engagement survey. During our meetings, we discuss the factors affecting engagement with our managers and create action plans for the relevant factors. In 2024, we contributed to the process by ensuring the assignment, follow-up and completion of the agreed action plans.

### JIROSKOP

We care that the thoughts of our employees can be recognized by their managers. Our "Gyroscope" application, which we designed in this context, aims to increase manager-team communication, minimize problems in accessing the manager, make the manager more visible and allow the team to get to know the manager more closely.

### JİROSKOP - TEC

"Jiroskop-TEC" is designed as a platform where our colleagues, who have been working for our Company for many years and have been involved in many projects, can share their experiences related to the relevant projects with all our employees. We aim to strengthen and sustain corporate memory by implementing this platform in the field.



### SATISFACTION SURVEYS

We conduct regular Human Resources Business Partner satisfaction surveys every year based on Human Resources activities. We create our action plans by analyzing the survey results. According to the Human Resources Business Partnership Satisfaction Survey we conducted in 2024, our satisfaction rate was measured as 89% and guided our new plans.

### REPORTING TO MANAGERS

We report to our managers at certain intervals upon analyzing the data collected in the light of the feedback we receive from the field. In the one-on-one meetings we plan with our managers, we support them in the strategic decision-making process by taking into account the field dynamics.

### HR<sup>3</sup>

With HR<sup>3</sup>, which we built on strengthening Manager - Team interaction, we aim for our managers to recognize, evaluate and improve their teams' perception of them. For this improvement, we utilize the "Johari Window" model, a method based on communication and evaluating social interactions. We conduct coaching interviews to reduce the Hidden, Secret and Blind Spaces that emerge as a result of the measurement of the interpersonal communication levels of individuals within the team.



### SOCIOMAP

We aim to get information about the team with the Sociometry method by examining the way the individuals who make up the group relate to each other, the subgroups within the group, the actual appearance of the group and the group integrity. In line with this purpose, we aim to understand the dynamics within the team and make communication more effective. As Human Resources Business Partnership, we try to define and map the socio-emotional relationship networks of our employees through the Sociomap application, organize the social dynamics of small groups and help support teamwork by reducing conflicts.



### COMPETENCY MANAGEMENT

Within the scope of the Competency Management Process, we continue to update the roles, competencies and requirements in line with the new needs, capabilities and changing technologies of our Company and review them in cooperation with the relevant units in order to support the career journeys of our employees and help them shed light on the future. We plan to accelerate the planning of actions, training and development activities related to these activities by adding the activities of determining the competence and development set of human resources according to current and future projects to our Strategic Plan.

In 2024, we revised our behavioral competency catalog, one of the cornerstones of our competency management model, in line with our Company's values and goals. We updated the development recommendations by adding the necessary competencies in line with new needs. We made the definitions, behavioral indicators, assessment questions and development suggestions for each competency in the catalog available to our employees in its most up-to-date form.

We created a new structure for technical competencies by evaluating our resources and current needs. In this process, we initiated a project design process for updating and developing technical competencies by initiating joint work with all unit managers.

# OUR HUMAN RESOURCES THAT ADD VALUE

## EMPLOYEE EXPERIENCE AND INTERNAL COMMUNICATION

### National Competence Move Roadmap Workshop



The “National Competence Move Roadmap Workshop”, which was organized to support Türkiye’s acquisition of competence in the defense industry and its sustainable development, was hosted by our Company. The event started with the opening speech of Prof. Dr. Hakan

Karataş, Vice President of Defense Industries, and the Canvas Model Application attracted great interest. In the workshop, which aimed to develop human resources, train qualified workforce and increase academia-industry cooperation, the participants presented their carefully prepared projects and put forward valuable ideas that will contribute to the defense industry. The workshop was evaluated as an important step towards Türkiye’s competence acquisition in the defense industry in line with the National Competence Move.

### Defense Industry Talent Management Summit



We participated in the Defense Industry Talent Management Summit, organized by the Defense Industry Academy, which operates under the Presidency of Defense Industries (SSB), within the scope of the “National Competence Move”. At the Summit, which was held between 18-19 September 2024 with seven different sessions and brought together defense

industry companies, our General Manager Dr. Mehmet Demiroğlu and the general managers of defense industry companies attended the “Leaders’ Talent Management Agenda” session. In his speech, our General Manager emphasized the importance of increasing employee motivation, aligning with organizational goals and the strategic perspective in talent management. Expressing the importance we attach to our colleagues with the projects developed and being developed in the field of Human Resources, our General Manager also touched upon the critical role played by leaders in the field of human resources.

### REMUNERATION POLICY

As a Company, we adopt the understanding of equal pay for equal work. We determine our remuneration policy by making measurable, transparent, balanced and fair evaluations in line with the value of the job. We aim to maintain internal and external wage balance by utilizing sectoral wage surveys. We aim to implement competitive, motivating and rewarding practices by taking into account the economic indicators of our country and sectoral market data.

### ORGANIZATIONAL STRUCTURE MANAGEMENT

We continuously review organizational structuring processes to ensure that our employees play an effective role while adhering to our Company’s values and goals. In the process of organizational change and transformation, we aim to keep our organizational structure up-to-date in line with our Company’s vision and mission. In this context, we create a dynamic structure by creating new departments as needed and removing departments that have lost their functions or whose terms of office have expired from the organization.

By determining the working disciplines of all organizational units, we clarify the job descriptions expected from each position in the process of organizational growth. Accordingly, we ensure that the organization works more effectively and efficiently by determining the duties, authorities and responsibilities of our employees.

### ASSESSMENT CENTER APPLICATIONS AND CAREER MANAGEMENT

In line with the future vision and goals of Turkish Aerospace, we continue to carry out transparent Human Resources processes. We continue to implement Assessment Center Practices in order to evaluate the individual competencies of employees, reveal talent potential and create internal resources. Through these practices, we measure the managerial potential of our employees, identify their development areas and support them with appropriate training programs. Thus, we aim to increase our organizational performance while supporting the career development of our employees.

# OUR HUMAN RESOURCES THAT ADD VALUE

## REVERSE BRAIN DRAIN

### GLOBAL TALENTS OF TÜRKİYE



As Turkish Aerospace, we attach importance to Reverse Brain Drain activities. In recent years, the increasing importance of this migration model, especially in developing countries, stands out as a critical element in achieving sustainable development goals. In addition to contributing to economic

growth, the return of talents offers important opportunities for innovation, technology transfer and local capacity development. We participated in the Technology and Competence Meetings held in the Netherlands and Germany within the scope of the National Competence Move, which constitutes a critical platform for the Turkish defense industry to become a stronger player in the international arena, hosted by the Presidency of the Republic of Türkiye, Presidency of Defense Industries, Defense Industry Academy.

Within the scope of the event, we came together with our former colleagues who left our Company to study or work abroad, as well as with experienced people who left our country and gained experience abroad. We held individual and collective interviews with these individuals in order to analyze the push and pull factors in the migration of qualified workforce to a different country, to strengthen the local defense industry capacity and to contribute to achieving sustainable development goals.

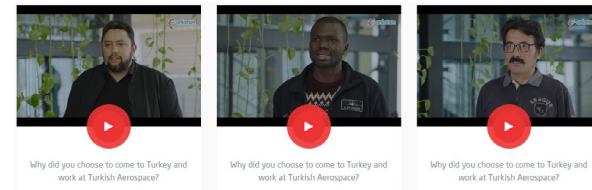
Within the scope of Global Talents of Türkiye, we have made our Company's career page more comprehensive and updated the information that Turkish and foreign candidates may need and questions they may have about our Company [Global Talents of Türkiye | Turkish Aerospace \(tusas.com\)](https://www.tusas.com). In this context, we completed the registration process of Global Talents of Türkiye branding.

### GLOBAL EQUALITY, DIVERSITY AND INCLUSION

We continue to prioritize equality, diversity and inclusion, which are our main principles in talent acquisition in our domestic offices, overseas offices and companies. Regardless of age, gender, disability, race, ethnic origin, religion, economic or any other status, we offer transparent and equivalent opportunities to all candidates with the principle of "Equal Pay for Equal Work".

Within the scope of Global Talents of Türkiye, we ensure the recruitment of qualified foreign national candidates with international professional experience. In order to accelerate the adaptation process of our new colleagues to our country and our Company, we attach importance to continuity in communication in order to provide support in all matters. In order to keep the employee experience of our foreign employees at the highest level, employee interviews are held periodically and studies are carried out for their feedback.

Within the scope of Global Talents of Türkiye, we contribute to our vision in the field of Aerospace Technology by bringing the globalized qualified workforce to our Company through videos prepared with our foreign colleagues.



### Number of Foreign National Employees



# OUR HUMAN RESOURCES THAT ADD VALUE

## OCCUPATIONAL HEALTH AND SAFETY

“Predictive Management Of Risks Plays An Important Role In Ensuring The Effectiveness Of Occupational Health And Safety Management System Performance.”

Within the framework of our resources and limits, risks are assessed to cover all our operational and support processes with the participation of all relevant parties. Our main goal is to determine the necessary actions to prevent occupational accidents and occupational diseases and to protect the integrity of the facility and to implement them in a timely manner.

In 2024, 2,080 operational Occupational Health and Safety risks and 73 process-based risks, which is an important tool to evaluate the impact of the OHS Management System process on other processes, were identified. In addition, 2,172 corrective actions were initiated for the identified hazards.

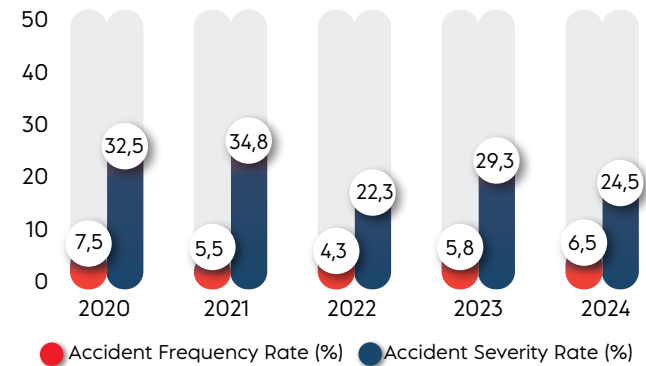
In the management of risks that create hazardous chemicals and explosive atmospheres, the measures to be taken with reference to the Explosion Protection Document prepared for our diversified processes have been implemented and monitored.

### OHS MANAGEMENT SYSTEM

Recognizing that it is an important element in ensuring sustainability, our Occupational Health and Safety Management System has become an indispensable part of our mission to perform our activities on a global scale.

Our Occupational Health and Safety Management System practices, the effectiveness of which has been certified with the ISO 45001 OHSMS Standard Certificate, are carried out within the framework of the OHS policy adopted by all employees at all levels of Turkish Aerospace, with a commitment to compliance with legal and other requirements. Accident frequency rate and accident severity rate are the main indicators we follow in the effective execution of our management system, and we aim to keep total and operational accident frequency rates below the target values set each year. The occupational accident performance data obtained by taking into account the accidents that occurred in the last 5 years and the working day losses resulting from these accidents are given below.

### Work Accident Performance Data



Work Accident Performance Data

With the continuous improvement approach, Occupational Health and Safety Management System performance indicators are constantly monitored with periodic statistical analyses for effective management of risks arising from our activities and countermeasures are developed by quickly identifying obstacles to achieving targets.

Through the HUMA OHS Module, which is accessible to all our colleagues, we encourage the reporting of unsafe/safe situations and behaviors and change management. These reports directly contribute to the improvement of the OHS management system performance in order to prevent work accidents and occupational diseases. We continue our OHS work with the full support of the senior management, the cooperation of employee representatives, the participation of OHS Board members and all our colleagues.

# OUR HUMAN RESOURCES THAT ADD VALUE

## OCCUPATIONAL HEALTH AND SAFETY

### ISO 45001 ACTIVITIES

Within the framework of the ISO 45001 Occupational Health and Safety Management System Standard, our Company is audited by accredited organizations covering all operational activities in annual periods in order to ensure continuity in issues such as protecting employee health, ensuring legal compliance, maintaining management system performance with the set targets, increasing efficiency with the principle of continuous improvement, and maintaining compliance with standard requirements.

In 2024, no findings were reported at any level in the interim control audit conducted by the Turkish Standards Institute, and the ISO 45001 Occupational Health and Safety Management System certificate was maintained.

### OHS TRAINING



Education Using Virtual Reality

Trainings play an important role in the effective management of Occupational Health and Safety related activities of our Company. Face-to-face and online trainings are organized in order to increase awareness levels on Occupational Health and Safety, inform about Occupational Health and Safety risks, improve hazard recognition skills, ensure effective use of personal protective equipment,

re-raise awareness in employees who have been away from work for a long time, inform about the duties of Occupational Health and Safety committee members and encourage safe behaviors in the workplace. Information on the trainings organized in the last five years is given in the table below.

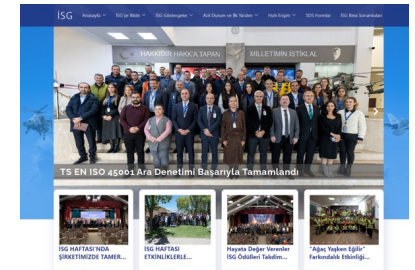
In addition to face-to-face and online trainings, Virtual Reality (VR) technology is used to increase the effectiveness of trainings on working at height and the use of overhead cranes.



### DIGITALIZATION IN OCCUPATIONAL HEALTH AND SAFETY

An Occupational Health and Safety Portal has been created for quick access to the information needed during the execution of the activities. This portal can be accessed through the "Information" tab on the TUSAŞ Portal page. Through the portal, it is possible to access Occupational Health and Safety-related trainings, information on personal protective equipment, safety data sheets of chemicals, Occupational Health and Safety Board activities and many other needed information.

Occupational Health and Safety Dashboard and Risk Management Dashboard have been created to monitor Occupational Health and Safety Management System performance targets. Within these dashboards; department-based distribution of occupational accidents, employee notifications, training realizations and similar data can be accessed instantly. In addition, risk mapping has been made to help easily monitor the distribution of risks in our work areas, which are spread over a wide area.



In addition to the information activities in the field to monitor the effective use of Personal Protective Equipment (PPE), the traceability of PPE use was ensured through improvements made in the material stock software.

# OUR HUMAN RESOURCES THAT ADD VALUE

## OCCUPATIONAL HEALTH AND SAFETY

### OCCUPATIONAL HEALTH AND SAFETY AWARENESS

Occupational Health and Safety is considered as one of the important actors of sustainability in our company. The participation of our employees in the studies carried out on this subject is considered indispensable and awareness studies are carried out with this awareness.



In order to support the development of awareness in the field of Occupational Health and Safety and to strengthen the OHS culture, the third Valuers of Life OHS Award Ceremony was held. The valuable contributions of our colleagues to the OHS performance of our Company by always prioritizing OHS requirements during their

selfless efforts in 2024 were honored with awards in five different categories: Zero Work Accidents, OHS Risk Awareness, Contribution to OHS Culture, Health at Work and OHS Effective Collaboration, while the work carried out inspired all teams in our organization to spread the awareness that OHS is our common responsibility.

With this organization, our Head of Human Resources and Talent Management once again emphasized that OHS is not only a matter of legal obligations and ethical values that certain teams must fulfill, but also one of the most important values that protect the health of employees, business continuity and our sustainable success.



We organized an OHS-themed activity for our children studying at the Minik Kanatlar Nursery and Kindergarden to introduce them to OHS at the beginning of their education life, and we advised our children to remind their parents "to pay attention to OHS while working".

Within the scope of 2024 OHS Week activities, we organized a painting competition on Occupational Health and Safety at Şahin (Hawk) Primary School

to raise awareness about the importance of Occupational Health and Safety. We presented special prizes to the students who ranked as a result of the competition. The paintings we exhibited during the OHS week attracted great interest.

### OHS AMBASSADORS PROJECT



The OHS Ambassadors project was initiated in order to raise awareness in the field of Occupational Health and Safety and to make the concept of employee representatives more effective in our Company, which is growing day by day in terms of project diversity, work area and number of employees.

### PERSONAL PROTECTIVE EQUIPMENT SYMPOSIUM



We organized a symposium on Personal Protective Equipment, which is one of the issues of great importance for Occupational Health and Safety. In the symposium, which was held with the participation of expert trainers in the field, the participants were given detailed information about the importance of

personal protective equipment and the correct use and application techniques were conveyed.

### OHS THEATER



We organized the OHS Theater, which allows observing from the outside the unsafe behaviors that take an important place among the root causes of occupational accidents and occupational diseases, the consequences of these behaviors and the measures that can be easily taken. We presented to our colleagues with a pleasant show that OHS is among the basic requirements of working life.

# OUR HUMAN RESOURCES THAT ADD VALUE

## OCCUPATIONAL HEALTH AND SAFETY

With the increase in aircraft production and testing activities, various awareness activities have been emphasized to ensure product and employee safety. The Flight and Ground Safety Working Group, which consists of units from different disciplines such as Occupational Health and Safety, Facilities Security, Fire Protection, Flight Safety, Quality Control, Flight and Ground Operations, conducts various inspections on the flight line on a monthly basis in order to improve safety awareness.

Under the leadership of the Presidency of Defense Industries, the series of meetings initiated at our Company in November 2023 with the participation of the Occupational Health and Safety Units of the Turkish Armed Forces Foundation (TAFF) Companies continued. The "Workshop on Occupational Health and Safety Practices for Sustainable Defense Industry" was held with the directives of the the Presidency of Defense Industries and the participation of 126 Auxiliary Industry Companies, and our Company's practices on Digitalization in OHS were conveyed.

## WORKSHOP ON OCCUPATIONAL HEALTH AND SAFETY PRACTICES FOR A SUSTAINABLE DEFENSE INDUSTRY

We utilize visual tools to increase hazard awareness and adopt the rules to be applied in business life as a habit. For this purpose, we have identified monthly working themes based on the unsafe behaviors we frequently encounter in the workplace and presented posters in common areas, operational activity areas and on computer screens.

## OCCUPATIONAL HEALTH ACTIVITIES



Increasing hazard awareness

Our health center operates 24/7 so that our employees can use it whenever they may need it. Within the scope of preventive health services;

- 1,233 employees received a detailed health screening (check-up),
- 230 employees received cancer screening,
- 1,280 employees in the special risk group were continuously monitored for health.

Chronic diseases and health conditions of 15,480 employees were monitored through the health hotline.

Within the scope of hygiene inspections, monthly controls of the cafeteria and common areas were carried out.

In order to prevent potential skeletal musculoskeletal disorders, risk assessment studies were carried out throughout the year on assembly lines and in our production areas using ergonomic risk assessment methods.

After occupational accidents caused by unsafe behaviors, interviews are conducted with employees who have had accidents with the participation of workplace physicians and occupational safety engineers in order to evaluate psychosocial risk factors and plan effective measures. No occupational diseases have been diagnosed in the last 5 years.



# OUR HUMAN RESOURCES THAT ADD VALUE

## SOCIAL RESPONSIBILITY ACTIVITIES



### ELİNİ UZAT ASSOCIATION

In 2019, we continue to carry out projects for our colleagues and the community with the "ELİNİ UZAT" Association, which started its activities as a community affiliated to the Social Life Workshop Association and officially gained the status of an association on March 7, 2023 with the support of our management.

### Hatay Serdar Demir Children's Home Site



We are proud to carry forward the vision of the late Serdar Demir, who, while serving as the Head of Corporate Marketing and Communications, initiated the Hatay Children's Home Site Project to benefit girls aged 7-18 and contribute to social welfare. Laid on October 11, 2023, and

inaugurated on September 17, 2024, this project aims to support children's growth in a safe environment while providing sustainable contributions to their education, health, and social development. This initiative is driven by the purpose of improving the lives of future generations and creating value for society.



### Education Support Project

As the Elini Uzat Association, we provide continuous stationery and educational support until the end of undergraduate education to the children of our colleagues who we have worked with in our Company and who have passed away, and who continue their education and training life. With this support, we aim not only to facilitate the educational processes of individuals, but also to contribute to social development and create a sustainable value that supports education for generations.

### Barrier-Free Turkish Aerospace Project

For our disabled colleagues;

- Disabled ramp around the Barrier-Free Cafe,
- Barrier-free parking area around the dining hall and
- An elevator at the entrance of the Head Office were built.



### A Ramadan Evening in Kahramanmaraş

In 2024, we came together with our citizens residing in Kahramanmaraş Türkoğlu Merkez Logistics Container City during the Ramadan iftar program. With this gathering, we strengthened community ties and

reinforced the sense of solidarity after the disaster. Following the iftar program, we contributed to the social interaction of children by organizing special treats, games and various activities for our children with a festival organization organized for our children.

### Shopping Card Campaign for Kahramanmaraş

On February 6, in order to heal the wounds and support families in need after the earthquake, we delivered shopping cards to the addresses of families in need identified by Kahramanmaraş District Governorship, facilitating their access to basic needs and strengthening the spirit of solidarity.



# OUR HUMAN RESOURCES THAT ADD VALUE

## SOCIAL RESPONSIBILITY ACTIVITIES



### Ramadan Parcel and Shopping Card Campaign

With 30 volunteers, we distributed food parcels and shopping cards to 500 needy families identified by the Kahramankazan District Governorship in order to keep the climate of mercy and abundance of Ramadan alive. This aid activity formed part of our understanding of social responsibility by meeting the basic needs of families and strengthening the sense of solidarity. With this activity, we made a sustainable contribution to increasing the welfare of our society by ensuring the effective and fair use of resources.

### Eid al-Adha Charity

On Eid al-Adha, we reached out to our colleagues in need working in our long-term service contracted subcontractor companies by realizing the understanding of solidarity and sharing with the donations of our volunteers. With these donations, we shared the joy of Eid with our colleagues and supported them to spend a more peaceful Eid with their families. This meaningful work, realized with the contributions of our volunteers, reinforced the spiritual atmosphere of the holiday and once again showed that solidarity and unity are sustainable values.

### Aid Campaign for the Furnishing of Hatay ÇES

Our volunteer donors showed a great example of solidarity with the aid campaign we launched just days before the completion of our Hatay Serdar Demir Children's Home Site project. Within the scope of the campaign, we provided basic furnishing products such as white goods, furniture, children's room furniture and gym equipment to meet the needs of the children's homes. This campaign, which was realized with the contributions of our volunteers, reinforced that the project is not only the construction of a building, but also the aim of creating a safe, warm and equipped living space for children. This solidarity enabled us to take an important step in fulfilling our social responsibility by providing a more comfortable and happy living space for our children.

### "Have a Tree" Campaign of Hatay Children's Homes Site



"Let My Tree Be" campaign we launched for the afforestation of Hatay Serdar Demir Children's Homes Site. The Governor of Hatay and the volunteer executives of the Elini Uzat Association participated in the ceremony organized for the trees planted as part of the campaign. With this meaningful event, we contributed to our goal

of creating a greener and more sustainable living space for our children by contributing to nature. With the tree plantings we realized together with the participants, we were proud to leave a legacy that will breathe for the future.

### 51st Anniversary Celebrations - Elini Uzat Stand

We took part in our Company's traditional founding anniversary festival as the Elini Uzat Association. At the stand we set up at the event, we introduced our activities, invited our Company employees to our projects and aimed to increase the number of volunteers. With these meetings, we contributed to our goal of conducting sustainable civil society activities, while reinforcing the spirit of solidarity by having pleasant conversations with our volunteers.



### Support Campaign for the Relics of Our Martyrs

After our dear colleagues Atakan Şahin Erdoğan, Cengiz Coşkun, Hasan Hüseyin Canbaz, Hasan Hüseyin Canbaz, Zahide Güçlü Ekici and our taxi driver martyr Murat Arslan were martyred in a heinous terrorist attack, we delivered the support collected as a result of the campaign launched to support the relics of our martyrs to the relatives of our martyrs. This support was a meaningful example of solidarity in order to make the families of our martyrs feel that we are with them and to lighten their burden to some extent. In this process where we share our pain and strengthen our unity and solidarity, we promised that we will always keep the memory of our martyrs alive.

# OUR HUMAN RESOURCES THAT ADD VALUE

## SOCIAL RESPONSIBILITY ACTIVITIES



### OUR FAMILY PROJECTS ACTIVITIES

#### **Bowling Event with the Residents of Ankara 75th Year Nursing Home**

This time, we came together with our residents of Ankara 75th Year Nursing Home, which we visit regularly, in a different event and organized a bowling organization full of joy. This event allowed our nursing home residents to get away from their daily routines and have a fun and social experience. Throughout the event, we both shared their happiness and strengthened the bonds between us. Shared with warm conversations and moments full of laughter, this event was an unforgettable and meaningful experience not only for our nursing home residents but also for us.

#### **Iftar Dinner with the Families of Our Heroic Martyrs and Veterans**

We came together with the families of our heroic martyrs and our heroic veterans at an iftar dinner held at our Company. Within the scope of the program, we had the opportunity to introduce our national products by showing our guests around our Company. Afterwards, we reinforced our feelings of unity, solidarity and solidarity with the iftar dinner. This meaningful gathering allowed us to once again express our gratitude and respect to our veterans and their families, while commemorating the cherished memories of our martyrs.

#### **Kahramankazan Youth Center April 23 Program**

We came together with our orphaned and orphaned children in Kahramankazan at the Kahramankazan Youth Center on April 23rd and had fun playing games with them on this special day. With this event, we aimed to strengthen social ties and support them to have a happy childhood, as well as providing a pleasant experience for our children.

#### **Our Traditional Breakfast with the Residents of Ankara 75th Year Nursing Home**

We came together with our residents of Ankara 75th Year Nursing Home, with whom we meet regularly, at Ankara Türk Telekom Ahlatlıbel facilities for a pleasant breakfast organization. After breakfast, we took a walk and spent time in touch with nature and chatted with treats.



#### **A Fun Day with our Palestinian Brothers and Sisters**

We spent a day full of joy in our social facilities with our Palestinian brothers and sisters who had to come to Türkiye due to persecution and hardships. While playing games and sharing moments of joy with the children, we did not neglect to have a picnic. With this event, which strengthened both our solidarity and friendship ties, we helped our guests to find a little peace, emotional healing and to get away from the stress of daily life.

#### **Şanlıurfa Harran Aid**

We personally delivered gifts to 500 children in need identified by Şanlıurfa Harran District Governorship. The event enabled us to fulfill our social responsibility by reinforcing our spirit of solidarity, and this important step strengthened our understanding of sustainable social interaction and solidarity.

#### **Bitlis Tatvan Mehmet Zeki Peker Primary School Stationery Support**



As part of the project we initiated to provide stationery support to students at Bitlis Tatvan Mehmet Zeki Peker Primary School, we provided them with the materials they needed. This support was an important step for children to continue their education process more efficiently. With the project, we aimed to alleviate the obstacles that students face in the learning process by promoting

equality of opportunity in education. With the stationery supplies we provided, we contributed to our students' progress in their educational journey in a more equipped and motivated way.

#### **Hatay Mimar Sinan GKM Üçgedik Primary School Stationery Support**

With the project we initiated to provide stationery support to the students of Hatay Mimar Sinan GKM Üçgedik Primary School, who stayed in the container city after the earthquake and continued their education there, we made an important contribution to the continuation of their education process. Within the scope of the project, we provided the stationery materials necessary for students to participate more efficiently in their lessons. We met with the students during the lessons and presented them with stationery support and 3D models of our Company's domestic and national products accompanied by refreshments. With this support, we aimed to increase the motivation of students in the face of the difficulties created by the earthquake.

# OUR HUMAN RESOURCES THAT ADD VALUE

## SOCIAL RESPONSIBILITY ACTIVITIES



### Playground Activity and Museum Trip with Kahramankazan Children

We organized a playground event with orphans and orphaned children in Kahramankazan, allowing them to spend time in a fun and social environment. During the event, children played various games in a safe playground, contributing to both their physical and emotional development. The playground event provided an important opportunity to increase the joy of children and strengthen their social bonds. In addition, leaving a smiling face on children's faces throughout the event and giving them an unforgettable experience was a meaningful step in fulfilling our social responsibility.

## OUR EDUCATION PROJECTS ACTIVITIES

### Supplementary Course Support Project for Students Staying in Children's Homes

We contributed to providing equal opportunities in education by aiming to increase the academic achievement of students with the Supplementary Course Support Project we launched for students staying in Children's Homes. In this project, we organized various supplementary courses for students to make productive use of their extracurricular time.

### Psychosocial Support Meeting with Earthquake Zone Students

The Motivation Festival, which we organized for a total of 800 students from Fatih and Şehit Niyazi Ergüven Primary Schools, was held in a fun atmosphere to increase the morale and motivation of children. In the meeting, which included many activities from creative drama activities to animator clown shows, various gifts were also presented to the children. We enabled the students to strengthen their social ties and make a more positive start to their educational lives by having fun together. In addition, we contributed to their physical and emotional development and gave them an unforgettable experience.

### Stationery and Training Support for Subcontractor Employees

In the new academic year, we delivered gift vouchers to provide stationery support to the primary school-age children of our Company's subcontractor employees. In addition, beyond stationery support, together with our

volunteers, we plan to provide educational support in line with our areas of expertise and social experiences in accordance with the educational levels of the children of our employees.

### Aviation and Space Education Project

Our Aviation and Space Education project aimed to provide students with basic aviation and space knowledge and to encourage their interest in the history of Turkish aviation. Within the scope of the project, we provided students with training on the basic concepts of aviation, space technologies and innovations in this field. In addition, we offered students a hands-on learning opportunity by giving them the opportunity to experience flight experience with radio-controlled model airplanes. Thanks to these trainings, students' interest in science and technology increased, while at the same time improving their self-confidence and teamwork skills

## HEALTH ACTIVITIES

### Health Benefits for Our Employees

In line with the requests for assistance, we did not turn down requests for health assistance in accordance with our association's charter. By supporting the health expenditures of those in need, we contributed to the treatment processes of individuals in need. With these aids, we provided important support to people who have difficulty in accessing health services and helped them improve their quality of life. As an association, we responded sensitively to the health needs of our society by fulfilling our social responsibility.

### Blood Donation Project



As part of our cooperation with the Turkish Red Crescent, we organized quarterly blood donation events at our Company. These events were an important step to support social health and meet the need for blood in emergencies. These donations, realized with the participation of our volunteers, helped strengthen the awareness of social responsibility by contributing to saving lives. This activity, which we carried out in order to contribute to a sustainable public health and spread the culture of solidarity, reinforced the spirit of solidarity among our employees.

# OUR HUMAN RESOURCES THAT ADD VALUE

## ACADEMY ACTIVITIES

### OUR LEADERSHIP AND SPECIALIZATION PROGRAMS

As Turkish Aerospace, we attach great importance to training and development activities based on the understanding of "lifelong learning" in order to create qualified human resources in order to increase global competitiveness and realize the vision of sustainable growth. We offer these activities with TUSAŞ Academy internal trainers, consultancy firms, academicians and universities. We continue to support the leadership and professional development of our employees. In this context, we started to carry out the coaching, mentoring and consultancy activities of Turkish Aerospace with our Company's internal resources in 2024.

#### Leadership Base Executive Development Program

In 2019, we started the Leadership Base Executive Development Program, which aims to strengthen the managerial competencies of the first level managers of Turkish Aerospace. We organize the program, which is designed on the basis of in-class activities and social learning, in three semesters each year. With our Leadership Base Executive Development Program, which has completed its sixth year, we reached a total of 516 graduates by giving 84 new graduates in 2024. In the program, we achieved a 97% satisfaction rate based on participant feedback. As part of the sustainability of the training, we offer follow-up trainings given by TAI Academy internal trainers to our managers who have successfully completed the program.

#### Blanchard SLII Leadership Training

We provide this training, which aims to develop a flexible leadership style according to the needs of our managers and their teams, by licensed internal trainers within TUSAŞ Academy. In 2024, we achieved a 97.7% satisfaction rate in the program completed by 138 senior managers.

#### Masters of Change Lead Technician Development Program

In the program, which we launched in 2021 to improve the leadership skills of our chief technicians and to create a common managerial language, we prioritize the chief technicians of our first-level managers who graduated from the "Leadership Base Executive Development Program". 36 of our chief technicians graduated from the program, and we measured the satisfaction rate for 2024 as 95%

#### Copilot Potential Development Program

The aim of our Copilot Potential Development Program is to identify employees with leadership potential within the Turkish Aerospace and to train future leaders by improving their managerial skills and strategic thinking. Piloted in 2024 with 15 participants, the program strengthened the managerial skills of the participants for 15 weeks and was completed with an overall satisfaction rate of 96%.

#### Demand Based Special Education Programs

As of 2024, we launched various demand-based special training programs to support the professional development of our employees. These programs include;

- "Communication Masters Development Program" that develops communication skills in areas such as effective communication, digital correspondence, internal customer management, persuasion techniques and teamwork,
- "HR Development Program" that includes specific communication skills in critical areas such as feedback, teamwork and inter-team communication,
- The "Procurement Presidency Online Executive Development Program", which was designed based on the results of the Assessment Center and offers distance learning for the development needs of our Company's first-level managers,
- "Corporate Development Program", which aims to strengthen team communication and business planning processes of our managers and employees,
- "Avionics Directorate Training Program and Communication Seminar", which aims to improve in-house communication skills and emotion management competencies.

390 employees and managers participated in the programs supported by theoretical trainings, workshops, simulations and e-trainings.

#### Compass Development Program

Starting with an analysis of managerial needs, the customized program aims to sustainably increase both individual development and team success. The 37 managers who participated in the program benefited from trainings, coaching/mentoring interviews and consultancy studies to strengthen their leadership



# OUR HUMAN RESOURCES THAT ADD VALUE

## ACADEMY ACTIVITIES

skills, manage their teams more effectively and be more effective in strategic decision-making processes. After the program, 283 employees reporting to the relevant managers were also provided with content-related practices.

### Expert Trainer Development Program

The program, which we launched last year, has been successfully completed with the participation of 66 trainers as of 2024 and has been enriched with new modules to improve the quality of training services. In line with the understanding of continuity of trainings, we updated 40 Specialization Trainings by conducting periodic consultancy sessions with the participants at the end of the program.

### Development Center Practices

In order to strengthen the leadership skills of management candidates who could not reach the desired competency levels in their promotions and appointments, we created Development Center practices focused on individual competency development map. In this context, we started to measure the skills and competencies of our employees more effectively with mini-case practices conducted by our Talogy Certified evaluators. With this practice, we have completed 225 classroom trainings, 42 hours of one-on-one coaching and 107 case studies by serving 75 management candidates as of 2024. We also provided development support with digital training content.

### Mini MBA Program

The Mini MBA Program, which we organize every year in cooperation with TOBB University, offers first-level and above managers working at Turkish Aerospace the opportunity to develop their strategic leadership skills, effectively manage business processes and adopt management approaches that will make a difference in the business world. In 2024, 33 managers of our Company participated in the program, with a satisfaction rate of 89%.

## OUR EDUCATION TECHNOLOGIES AND DIGITALIZATION STUDIES

Within the scope of our sustainability goals, we continue to expand our digital training catalog every year in order to offer inclusive and qualified training practices for all our employees and to provide our employees with lifelong learning opportunities. As of 2024, our digital training catalog reached 85 e-trainings, 19 OJT e-trainings and 14 VR applications. Thus, we have achieved a digitalization rate of 70% in Turkish Aerospace' corporate training processes.

With accessible e-learning materials and platforms, our employees can continue learning anytime, anywhere, and thus benefit from time management. We ensure that our employees have free access to hundreds of thousands of trainings on global and national training platforms such as Udemy and Enocta Catalog.

### Our Education Measurement and Evaluation Studies

Within the scope of our training measurement and evaluation activities, we systematically analyze the data on all trainings conducted within the Academy and create reports. With these reports, we show the general situation to our experts who designed the training and to our relevant Directorates and offer suggestions for taking actions. In 2024, we prepared and presented three reports on internal trainings, external trainings and e-learning trainings. In these reports, we analyzed the satisfaction of our employees with the trainings they received. In addition to these satisfaction analyses, in 2024 we conducted the second edition of the "Corporate Academy Experience Survey Study", which we first conducted in 2023, with the aim of determining the training and development opportunities that our employees have access to, the effectiveness of the activities, the value they attach to training and development, their perceptions of training and development activities at the Academy, and their preferences in learning. In light of the data we obtained, we implemented actions to make Academy activities innovative and in line with the needs and learning preferences of our colleagues.

In 2024, we shared the results of our data analysis with those concerned. In addition, we provided support for measurement and evaluation within the scope of the training programs we conduct within the Academy; Leadership Base, HAT (Air Vehicle Technician) Program, Masters of Change Chief Technician Development Program, and Development Center.

We conducted impact assessment of the "Compass Development Program" and post-program behavior change analysis studies.

Within the scope of our Academy Exam Question Pool Project, we have made 169 question sets (3,430 questions) ready for use for 157 trainings since 2023. Our software called Test & Item Analysis Application (TIA-App), which was prepared in 2023 and can be used by trainers to increase their competencies in test and item preparation, was presented at the "9th International Conference on Measurement and Evaluation in Education and Psychology" and opened to the free use of all corporate academies around the world. In order to support the measurement



# OUR HUMAN RESOURCES THAT ADD VALUE

## ACADEMY ACTIVITIES

and evaluation competencies of internal trainers in our Company, we designed a special training called 'Item Development Techniques' and delivered it to 49 internal trainers.

The units supported in measurement and evaluation in our Company are not limited to the Academy directorates. In 2024, we supported various surveys and examinations throughout our Company. Within the scope of our "Compliance Verification Engineer (CVE) Appointment Exam" practice, which was initiated in 2023 and carried out together with Airworthiness Management, 89 of our engineer employees took this exam in 2024, and a total of 178 applications have been made since 2023.

As part of the "Academy Dashboard Project" launched by the end of 2024, we aim to plan, monitor, measure and analyze TUSAŞ Academy's training and development activities in a data-based, instantly traceable manner through a platform integrated with the Central Reporting System. In this regard, we have started preliminary studies on PowerBI, SQL and learning analytics etc. trainings received by our Academy employees, with the roadmaps and priority metrics determined. In addition, we have started to determine the standards for our "Training Needs Analysis studies", which were carried out by different Directorates in previous years, and to restructure the analyses from a single center, taking into account more diverse data sources and providing input to the development of trainings that are more in line with the strategic goals of Turkish Aerospace.

## OUR ENGINEERING TRAININGS

Our activities within the scope of our Engineering Trainings are summarized below.

- We realized the redesign processes of all our engineer trainings.
- Within the scope of our external training programs, we conducted composite and metallic repair trainings in both Istanbul and Ankara locations. With these trainings, we played a role in the development of more than 200 engineers within the scope of composite and metallic repair trainings and composite analysis trainings.
- Within the scope of expanding the trainer ecosystem, we conducted trainer needs analyses in Istanbul and added approximately 350 engineers to our in-house trainer network.
- Within the scope of ASTM's training and development projects, we have taken the first steps to bring the original training content in the field of additive

manufacturing to the international platform by being accredited to receive the Authorized Training Body Provider (ATPP) title.

- We shared our catalog of engineering trainings with our external stakeholders and conducted benchmark studies with companies in Indonesia, Jordan and abroad. We contributed to our Young Talent Programs and delivered our generic content trainings to young engineer candidates in the sector.

## PLM and Software Training Design

PLM and Software Trainings Our activities within the scope of our Design are summarized below.

- Within the scope of our in-house PLM and software trainings, we added 18 new PLM and software trainings to our catalog within the scope of our Company strategies and engineering trainings needed. We increased our total number of trainings to 77 by evaluating the content of existing trainings.
- Within the scope of our external training programs, we organized a training program with the participation of 17 colleagues from our configuration and PLM teams, where CM2 methodology, which focuses on integrated process excellence, was conveyed. 17 colleagues who successfully completed the end-of-training exams were awarded the CM2-C (Comprehensive Certification) certificate approved by IpX (Institute for Process Excellence).
- We held special trainings and webinars for our Company with more than 40 participants on the topics needed in the analysis and design processes with the solution providers of different engineering software used in our Company.
- We provided trainings on different topics from our PLM and Software Trainings catalog for our Company's subcontractors, subsidiaries and foreign companies.

## Post Graduate Studies

Within the scope of our Post Graduate Education activities, we signed a joint Thesis Master's Degree protocol with Istanbul Technical University (ITU) Faculty of Mechanical Engineering in 3 programs starting from 2023-2024 Spring Semester. 45 colleagues started their thesis master's degree education in Heat Fluid, Mechanics of Solids and System Dynamics Control programs. In the Fall Semester of 2024-2025, within the scope of the protocol signed with Yıldız

# OUR HUMAN RESOURCES THAT ADD VALUE

## ACADEMY ACTIVITIES

Technical University Faculty of Electrical and Electronics, 20 colleagues started their master's degree education in Computer Engineering and 20 colleagues in Electronics and Communication Engineering. In the same period, 40 more colleagues started their education at ITU Faculty of Machinery for the 2024-2025 Fall Semester.

Within the scope of our Post Graduate Education activities, 2 of our employees continue their master's degree and 1 employee continues his doctorate education at the University of Texas at Arlington. The training process of the employees is monitored.

With the "Sector on Campus" program organized by the Republic of Türkiye Ministry of Industry and Technology, which continues under the responsibility of Post Graduate Education activities, coordination has been provided to provide undergraduate courses with 6 different courses in 2024.

### Engineer Development Programs

Our activities within the scope of our Engineer Development Programs are listed below.

- With 40 engineers from different disciplines, we carried out the design and production activities of two different aircraft. Both of the tasks designed for sensor fusion and the production of indigenous ground station equipment were successfully carried out. As a result of the research and development activities added to the production processes, we designed and produced the landing gear wheels of existing aircraft for the first time. The wheels produced successfully met the test requirements and were integrated into the aircraft. Thanks to this development, we have reduced foreign dependency within the scope of landing gear wheels and increased the localization rate in the aircraft produced.
- An unmanned aerial vehicle named "Aslan", which has a wingspan of 4 meters, successfully passed the flight tests and was added to our product range. This aircraft is planned to be developed and integrated into EEP (Engineering Enhancement Program) projects. We have started the establishment of a new composite workshop to ensure the continuity of composite aircraft projects.

Within the scope of the EEP (Engineering Enhancement Program), 31 engineers from the Niger Air Force continue their activities in the training phase.

The flight tests of the aircraft produced as a result of the program carried out at Azerbaijan Technical University were successfully completed.

The Research and Development Center designed for the Niger Air Force has completed the installation works and the opening date of the center is targeted for 2025.

With the participation of the country's elite high schools, we held an Ideathon event, the theme of which was the production of the lightest and most durable wing. Within the scope of the event, we provided composite laying training to participants from high schools.

### Technical and Certification Trainings

In 2024, we prepared 15 new generation digital on-the-job trainings (OJT) through the LMS platform and presented them to the users' experience. By the end of 2025, we aim to present a total of 41 trainings to the user experience. By commissioning the OJT module in the Training Management System, we enabled process-based trainings to be shown on the job in the field and the trainings to be recorded. In this context, 47 of our employees participated in the Technical Trainer Training Program in 2024 and were entitled to become OJT trainers. In the 2024 TESEP Training and Development Awards, we were entitled to receive the Silver award in the Production/Service Field Employee Development Program Category with the Technician Competency Development Program.

Our Aircraft Technician Development Program includes various theoretical and technical trainings aimed at providing our newly recruited technicians with the knowledge and skills related to the field they will work in, as well as practical trainings to improve their manual skills. During the program, in addition to basic skills such as business knowledge, manual skills, work efficiency, occupational health and safety and workplace rules, most of the necessary seal



# OUR HUMAN RESOURCES THAT ADD VALUE

## ACADEMY ACTIVITIES

training is also provided. At the end of the program, we aim to continuously improve the competencies of our technicians who are directed to their work areas by following their development processes.

In 2024, we successfully completed the training of a total of 509 technicians in 12 groups through the Aircraft Technician Development Program and directed them to their work areas.

In 2024, 509 employees were trained in 12 groups with the Lean Production & Continuous Improvement Training module added to our HAT Program. Within the scope of the Lean Production module, we aim to familiarize our newly recruited technicians with lean production philosophy as well as lean production tools such as 5S, Kaizen, Suggestion, Problem Solving Techniques and Autonomous maintenance. Our newly added training programs to our Aircraft Technician Development Program are listed below.

- HAT- Basic Level Machining Training Program
- HAT- Advanced Level Machining Training Program
- HAT- CMM Training Program

### HAT Program Award from Excellence Awards

“Hava Aracı Teknisyeni (HAT) Gelişim Programımız, Brandon Hall Group tarafından Excellence Awards'ta bronz ödüle layık görüldü.”



Our Aircraft Technician (HAT) Development Program received a bronze award at the Excellence Awards organized by the Brandon Hall Group, one of the most prestigious award organizations in the world.

The success of our program, which won the bronze award in the category of “Best Unique or Innovative Learning and Development Program” at the Excellence Awards, was once again demonstrated with this international award.

We are collaborating to provide internship opportunities to university students and to add Aircraft Technician Development Program trainings to the university curricula of Aircraft Maintenance and Repair, Aviation Electricity and Electronics and Aircraft

Technology programs in order to carry out joint training activities and to support the training of qualified manpower. In this context, our Aircraft Technician Development Program will be included in the curricula of the following schools and will be applicable as a certificate program.

- Gazi University TUSAŞ Kazan Vocational High School
- Erzincan Binali Yıldırım University Vocational High School
- Turkish Aeronautical Association University Aviation Vocational School

Within the scope of strategic goals, we started the Lean Production Learn & Return Training program in cooperation with the Ankara Chamber of Industry (ASO) Competence and Digital Transformation Center in order to adopt the lean production philosophy in production. Within the scope of the program, we aim to ensure efficiency in production by improving the lean production competencies of our employees and to eliminate activities that do not create value and to develop lean production competencies such as Problem Solving, Kaizen, 5S, Line Balancing, etc.

In addition, in order to increase the productivity of our employees in production, we launched our Work and Time Study Training Program and included 87 employees in this program. In this training program, we provide general information about work and time study, as well as general trainings on how to do it and how to gain efficiency with line balancing.

With the Vocational Qualifications Authority (VQA) Vocational Qualification Certificate certification activities, we carry out the VQA Vocational Qualification Certificate certification processes that are compulsory to be obtained within the scope of the compulsory professions that our employees need while performing their professions / jobs, and in this context, we accredit our Company in the National Qualifications of Bridge Ceiling Crane, NC / CNC Machine Worker, Metal Plate Processing Machine Worker and Industrial Transporter, and we foresee that it will serve our Company for many years by providing this capability. In addition to this, in order to increase the efficiency of our employees in production, we have launched the Work and Time Study Training Program. In total, 87 employees in 5 groups were included in this program. In this training program, in addition to general information about work and time study, general trainings on how to do it and methods of gaining efficiency with line balancing continue to be carried out.

# OUR HUMAN RESOURCES THAT ADD VALUE

## ACADEMY ACTIVITIES

### Young Talent Programs

“In 2024, 2,920 Young Talents Had the Opportunity to Gain Experience In Sky-Scratching Products and Took Part In Original Studies at Our Company.”

Thanks to our young talent programs, which provide engineering practice and awareness to our young talents studying in the 3rd or 4th grades of the relevant engineering departments of universities, focusing on experience and aiming to prepare them for professional life, we hosted 1,969 talents who gained the notion of engineering by contributing to the national projects of our country.

In addition to our engineering programs, thanks to the cooperation with many vocational high schools and vocational colleges in order to train the technicians of the future, we train the skilled hands that give life to our projects that add value to our country through workplace skills training. In this context, we have carried out on-the-job training and internship activities in 951 young talent projects in our valuable projects.



“Within the scope of the “Youth Awards” evaluation conducted by Youthall, our Company received the 1st prize as Turkish Aerospace in the category of “Most Admired Long-Term Internship Program” among young people.”

### EU Grant Programs

#### VET Mobility

With the Erasmus+ accreditation, an EU funding program that supports activities in the fields of education and support, we have achieved educational mobility opportunities in the fields of adult education, school education and vocational education and training. TAI Academy, which was accredited to the Erasmus+ Program in 2020, was deemed eligible to carry out vocational education and training mobility between 2021 and 2027.

In this way, a total of 825,734.00 Euros was allocated to our Company in a four-year period to be used in mobility activities.



### Vocational Education Cooperation Partnerships

In addition to the mobility project, thanks to the KA220 VET Project HDrawing, for which an application was submitted in the 2nd semester of 2023 in 2024, our Company has been entitled to carry out the relevant project as the project coordinator. The HDrawing project aims to bring a different approach to technical drawing education with curricula and contents to be developed with innovative educational approaches.

### CoVE

With the participation of 18 partners (consortium), the Vocational Centres of Excellence project AILEEN, funded by the European Agency for Education and Culture Executive Agency (EACEA), aims to address the gaps in the competences of employees in the aerospace and defense sector, to promote development in the aerospace sector, to support innovative approaches and tools and to customize education and training for the sector and to perfect knowledge in the field of education and training.

### EDUCATION PLANNING ACTIVITIES

In 2024, we provided a total of 616,897 hours of training and met 237,609 training requests.

The number of training hours per person in Turkish Aerospace in 2024 was 39.86 hours.

We provided 14,986 hours of training to 713 employees of our subsidiaries and subcontractors, meeting 2,468 training requests. 2,384 of the requests and 14,816 hours of training were provided in line with the protocol signed with the Presidency of Defense Industries within the scope of Industrial Participation / Offset Category-C obligations.

In 2024, we organized 29 employee orientations and 23 intern orientations for our colleagues and interns who started work in 2024.

In 2024, we provided 88 external trainings in various fields, especially the trainings required for certifications, technical, engineering trainings within the scope of the project and PLM software trainings, in order to increase the knowledge and/or skills of our employees regarding their work.

By the end of 2024, the number of resources in our libraries reached 25,376. We subscribed to 32 online databases in our libraries.

As part of the 60th Library Week, we organized;

- An interview with Mehmet Auf “Open Close Fixes: Stories of Failure on the Road to Success”
- A musical fairy tale recital for Minik Kanatlar Nursery and Kindergarten students.

### LIBRARY ACTIVITIES

We continue to improve our library collection by identifying the resource needs of all our employees in areas such as management, personal development, technical, specialization, engineering, etc. We facilitate our employees’ access to information through online databases, periodicals and association memberships.

| Number Of Sources     | Number        | Material Availability | Number |
|-----------------------|---------------|-----------------------|--------|
| Academy Library       | 23.489        | Electronic Sources    | 7.005  |
| Vecihi Hürkuş Library | 1.837         | Printed Sources       | 18.319 |
| <b>Total</b>          | <b>25.376</b> |                       |        |

| Subscriptions And Memberships Realized In 2024      | Number |
|---|--------|
| Online Database Subscriptions                       | 32     |
| Periodical (Online + Printed) Subscriptions         | 2      |
| Association, Institutional Organization Memberships | 28     |

# SUSTAINABLE ECONOMIC VALUE

We Continue to Create Sustainable Economic Value with Our Innovative Projects.

Total National & International Patents and Utility Model Numbers

**279**

Number of National & International Patents and Utility Models Applied in 2024

**157**

Number of National & International Patent Registrations in 2024

**52**

Number of Useful Model Registrations in 2024

**34**

## Entrepreneurship and Innovation Activities

The defense industry's first in-house entrepreneurship program designed to enable employees to commercialize their innovative ideas



Designed for university students and is our company's first open innovation program

Total R&D Expenditure to Turnover Ratio in 2024

**%51**

Sales revenue exceeding

**3.2** billion USD in 2024



The program hosted experts in the field of in-house entrepreneurship and innovation



# SUSTAINABLE ECONOMIC VALUE

## STRONG FINANCIAL PERFORMANCE

### OUR SALES PERFORMANCE

At Turkish Aerospace, we continue our efforts with a focus on sustainable growth, offering competitive and original solutions on a global scale. As a concrete reflection of these efforts, we achieved the highest sales performance in our history in \*2024, with sales revenue exceeding 3.2 billion USD.

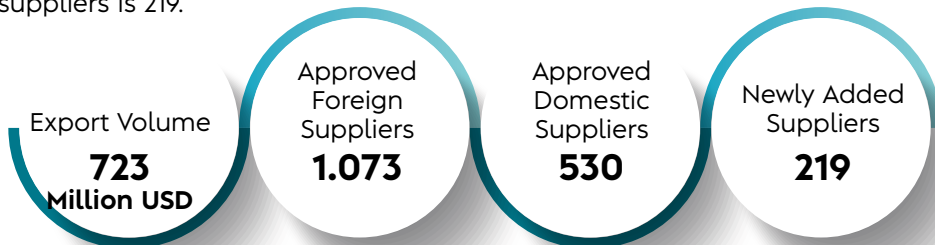
We ranked 11th in the "Turkey's 500 Largest Industrial Enterprises" survey, announced every year by the Istanbul Chamber of Industry, climbing 6 places.

### OUR CONTRIBUTION TO ECONOMIC GROWTH

We remain determined on our path to becoming a global aviation brand by producing our original products with high technology, utilizing local and national resources, and increasing our global competitiveness through the export of both our original products and aerospace structures.

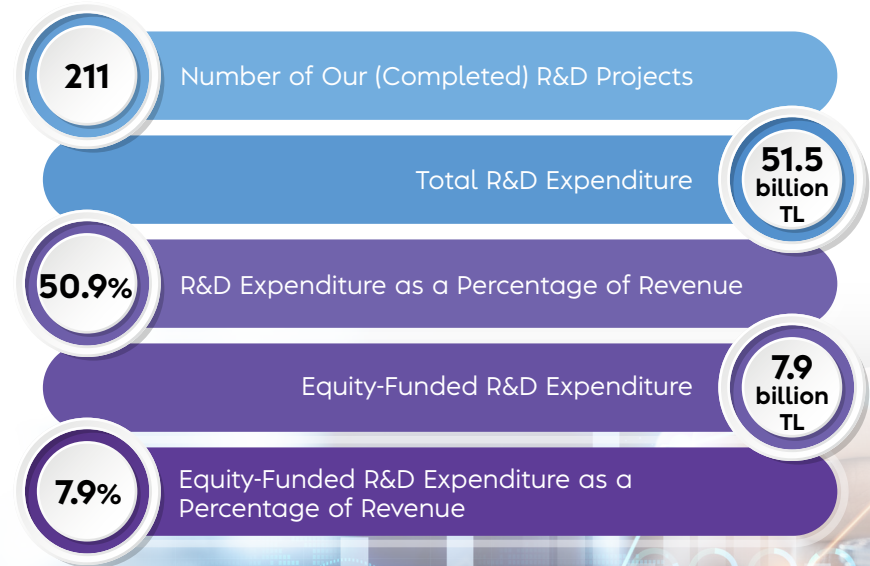
By maintaining our export performance in 2024, we increased the value per kilogram of exported products compared to the previous year in both original and structural product groups.

In selecting and evaluating firms to be included in our supply chain, we consider quality systems in the frame of international standards, skilled workforce, technological infrastructure, and financial competence, while also taking into account our Company's sustainability goals and policies. In this context, the number of approved foreign suppliers for 2024 is 1,073, the number of approved domestic suppliers is 530, and the number of newly added suppliers is 219.



### OUR LEADING POSITION IN TECHNOLOGY

With our expanding R&D capacity, we continue to track, assess, and localize critical technologies to maintain our competitive edge. In the defense and aviation sector, where technological transformation has become a strategic competitive factor, we are deepening our intellectual and industrial property portfolio and accelerating our technology development processes through collaboration with the open innovation and entrepreneurship ecosystem.



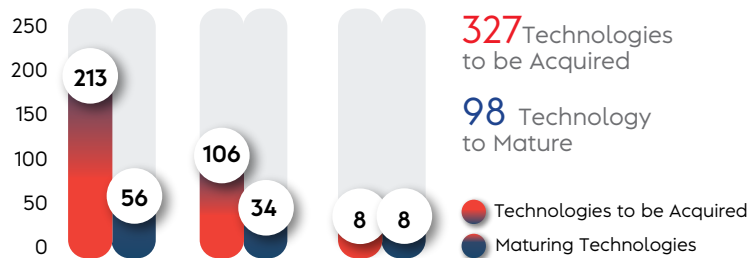
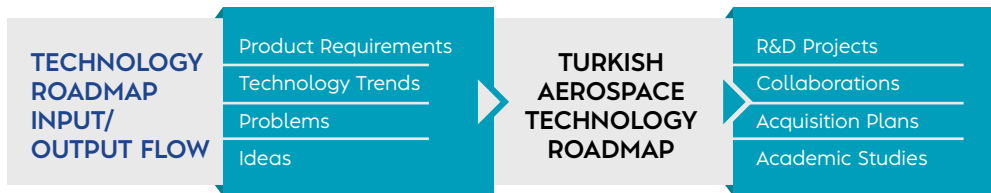
\*Reported in accordance with the Turkish Financial Reporting Standards (TFRS). Consolidated data is provided.

# SUSTAINABLE ECONOMIC VALUE

## TECHNOLOGY AND INNOVATION

### OUR TECHNOLOGY ROADMAP

At Turkish Aerospace, we realize our strategic goals with a sustainable approach by directing our technology acquisition activities in line with the priorities set out in our Technology Roadmap. In this context, we focus on developing innovative solutions that increase resource efficiency and minimize environmental impacts. We regularly update our Technology Roadmap to adapt to changing needs and regularly review our technology acquisition activities. This approach contributes to our Company's long-term success and sustainable development goals.

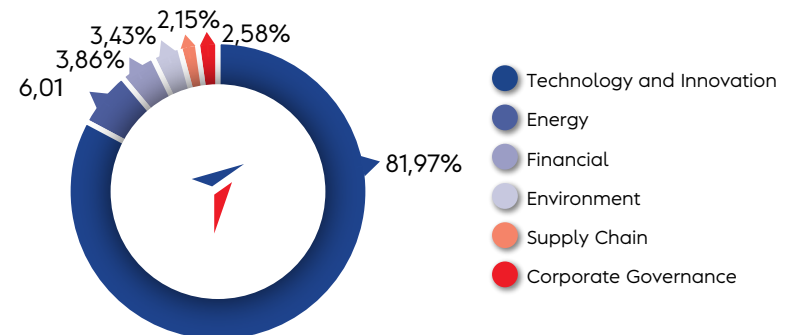


Technologies on the Turkish Aerospace Radar

**“As The Turkish Aerospace, We Are Taking Steps Towards The Future With Our Research and Technology Development Activities In Priority Areas Such As Advanced and Material Technologies, Energy Systems and Digital Transformation.”**

Within the framework of our Company's sustainability vision, we follow technological developments that will shape the future of the aerospace industry and focus on developing innovative and national technologies that will ensure technological transformation and are environmentally sensitive. We shape our Company's Technology Roadmap in line with global sustainability strategies. Accordingly, we develop efficiency-oriented environmentally friendly solutions by integrating the latest technologies in the industry into our relevant platforms and processes.

We track our achievements by associating the topics in our Technology Roadmap with our sustainability dimensions in our Company. In this context, we have determined that 82% of the technology topics for 2024 presented below are related to the "Technology and Innovation" sustainability dimension, and we have confirmed that the technology areas we focus on support sustainability strategies.



# SUSTAINABLE ECONOMIC VALUE

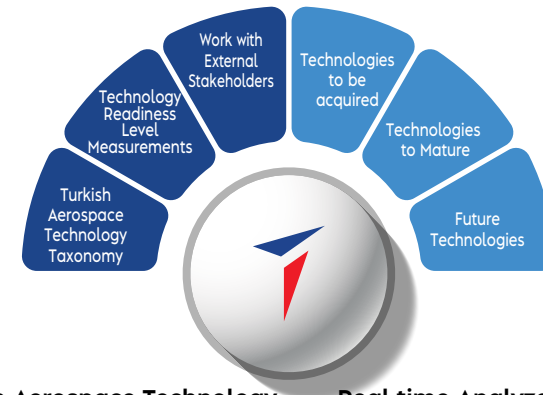
## TECHNOLOGY AND INNOVATION

We continue to work on thermoplastic composites, which are innovative materials that reduce carbon emissions in aircraft and increase energy efficiency in production processes thanks to their lightweight and recyclable structure. We have made additive manufacturing methods, which reduce material waste compared to traditional machining methods and enable the production of lightweight, complex and high-strength parts, one of the basic components of sustainable production under the Sustainable Development Goals (SDG) responsible production and consumption title. With innovative coating and surface treatment technologies, another area of focus in our production areas, we offer an alternative to traditional chemical surface treatments with plasma processes applied to metal and composite surfaces, reducing harmful waste and enabling the development of environmentally friendly coatings. This technology also improves surface performance and extends product life. In addition, advances in artificial intelligence and digitalization are significantly improving operational efficiency. Digital twin technologies and smart production technologies that optimize production processes and optimize efficiency in the use of energy and raw materials are among our areas of activity in 2024. Another important area that supports our sustainability goals is alternative energy technologies and energy storage systems. The use of renewable resources in aircraft is among our medium-term goals and research areas. In addition, autonomous systems and autonomy for safer and more efficient operations in the aerospace industry are other areas we focus on. Technology acquisition activities for autonomous flight systems will enable minimization of risks, reduction of fuel consumption and operational costs in the long term.

In 2024, there are many examples of innovative solutions among the technologies included in our Company's Technology Roadmap and technologies acquired. We developed the interior and exterior surface design of the exhaust test demonstrator of the Rolls Royce UltraFan engine, taking into account the heat distribution of different heat zones in the jet engine (speed, mass flow, etc.) and their relationship with other structures made of different materials. In the field of energy efficient systems, we have designed a suitable coil and machine design that is both energy and cost effective

by optimizing the structural parts that are not produced by normal forming method in the production line in terms of mold geometry, mold material, mold distance and current amount by hot forming. We produced materials such as titanium and aluminum with additive manufacturing technologies to reduce material consumption, reduce weight and lower production costs. The spoiler component produced for Airbus within the scope of the Wing of Tomorrow (WoT) project, which we carry out for the development of monolithic aircraft structures using thermoplastic materials, is an example of our Company's sustainability-oriented international cooperation. With this project, we contributed to the development of a more environmentally friendly and efficient technology by increasing energy efficiency in production processes through the integration of different production techniques.

### TECHNOLOGY MANAGEMENT CAPABILITY



**The Turkish Aerospace Technology Roadmap has a fully digital infrastructure.**

**Real-time Analyzes:**

- **Taxonomy Analysis**
- **Risk Analysis**
- **Analysis of Compliance with Restrictive Regulations / Issuance License**

Turkish Aerospace Technology Roadmap

# SUSTAINABLE ECONOMIC VALUE

## OUR R&D MANAGEMENT

### OUR R&D MILESTONES IN 2024

• The Technologies that will Shape the Future Operational Environment (GHOST) Workshop was organized by the Presidency of Defense Industries (SSB), together with the leading institutions and organizations of the sector, to determine the defense technologies that will shape the future and to reveal possible new technologies and concepts. The workshop contributes to the work of the Focus Technology Network (OTAĞ), and plays a role in identifying the technologies that are expected to be used in the operational environment in the 2050s and in creating a road map.

• The first flight of KAAAN, the National Combat Aircraft designed by our Company with domestic capabilities and capabilities, was successfully carried out. Developed by our Company within the scope of the project carried out by the Presidency of Defense Industries (SSB) to meet the combat aircraft requirement of the Turkish Air Forces Command, KAAAN took off from the runway at 08.50 am on February 21, 2024. Türkiye's first national fighter jet stayed in the air for 13 minutes, reaching an altitude of 8,000 feet and a speed of 230 knots.

• Our Company, once again breaking new ground among our country's defense industry companies, took its place as a test center in the NATO DIANA program thanks to its strong infrastructure. Within the scope of the NATO DIANA acceleration program, which aims to bring together the private sector, the academic world, start-ups and end users in order to protect NATO's technological superiority and develop high technologies suitable for civilian and military use, our Company was approved to take part as a test center. We had the opportunity to access companies with strategic technologies that will take place in the NATO DIANA program.

• Domestic Communication Satellite TÜRKSAT 6A was launched into space by SpaceX's Falcon 9 rocket from Cape Canaveral Spaceport in Florida, USA.

• Our Company ranked 50th in 2024 in the "Defense News Top 100", published every year by Defense News magazine, a military publishing organization based in the United States of America (USA), in line with the previous year's defense sales. Our Company, which ranked 58th in 2023 in the "Defense News Top 100", which is considered the world's most prestigious defense industry list, rose eight places in the ranking.

• Our Company successfully completed the ISO 56002 Innovation Management System Standard certification audit without any nonconformities at any level. Following the audit, our Company became the first and only holder of the ISO 56002 Innovation Management System Certificate in our sector.

• The results of the 11th "Türkiye R&D 250 Survey" conducted this year by Turkishtime, the Economy and Business Portal, have been announced. According to the announced results, our Company maintained its leadership position in 2024.

• Our Company and ASPILSAN Energy signed the "Space Qualified Battery Production Cooperation Framework Protocol", which includes cooperation for the development and production of batteries for space systems. Within the framework of the protocol in question, it is planned to carry out a major cooperation between the two companies, covering the realization of technology transfer, the conduct of joint R&D studies and production processes.

• Under the auspices of the Ministry of Industry and Technology and the International Federation of Inventors Association (IFIA), in cooperation with the Turkish Patent and Trademark Office, the World Intellectual Property Organization (WIPO) and the International Federation of Inventors Association (IFIA), the 9th International Invention Fair (ISIF'24) was held within the scope of TEKNOFEST. Our Company was entitled to receive the "WIPO Best National Award" special award given by the World Intellectual Property Organization (WIPO). Our Company, which was also awarded 2 gold, 10 silver and 7 bronze medals, left ISIF'24 with a total of 20 awards.

• Our Company ranked 1st in the "Innovation Organization and Culture" category among nearly 2 thousand companies in the InovaLIG, which is organized annually by the Turkish Exporters Assembly (TİM) to determine Türkiye's innovation champions.

# SUSTAINABLE ECONOMIC VALUE

## OUR R&D MANAGEMENT

### R&D, INNOVATION AND OUR COLLABORATIONS

“As The First And Currently One Of The Largest R&D Centers Established In Our Country, We Completed 211 R&D Projects 2024, A Wide Range Of 9 Technology Readiness Levels, Including Basic Research, Applied Research And Product Development Phases.”

As Turkish Aerospace, we continue to carry out research and development activities carried out in the form of projects, the purpose, scope, method, duration, stages, critical points and outputs of which are determined in accordance with our strategies and targets, and for which budget allocations have been made. We aim to develop advanced technology and high value-added products by improving R&D and innovation capabilities, and we define these goals in the Company's strategic plan. We carry out our R&D activities in Kahramankazan, METU Teknokent, ITU Arı Teknokent, Teknopark Istanbul, YTÜ Teknopark, Uludağ University Ulutek Teknopark, Antalya Teknokent and Hacettepe University Teknokent. The R&D Center at our Company's Kahramankazan campus has been operating since January 19, 2009 and is the first and currently one of the largest R&D Centers established in our country. Especially in the offices located in Technology Development Zones, we carry out activities to train human resources for the needs of the defense and aerospace industry and joint projects within the scope of university-industry cooperation. As of the end of 2024; 5,744 R&D employees are actively involved in R&D projects in our Company, which works to achieve the goals of the Turkish Aerospace by shaping the aviation and space ecosystem in our country.

There are three types of projects within the scope of our equity-financed R&D Projects:

- Conceptual Design and Development Project
- Research and Technology Development Project
- Technology Center Projects

We are aware that we will reach the leadership position we aim to achieve in the aerospace industry with the contributions of all our stakeholders and our research. In this direction, we aim to develop new models for R&D and innovation collaborations and contribute to our Company and the aviation ecosystem of our country. As Turkish Aerospace, we continue to determine our R&D and innovation strategies in order to achieve sustainable competitive advantage on a global scale, and to strengthen our internal and external relations by developing collaborations in line with these strategies. We aim to implement disruptive technologies that will provide competitive advantage in our indigenous products and systems. In addition, we are determining the Company's product portfolio in the medium and long term by conducting studies on the air platforms of the future in order to meet the expectations of existing and potential customers. In this way, our R&D and innovation strategies enable us to expand our product portfolio in line with sustainability priorities, thus contributing to meeting the needs and expectations of all our stakeholders and increasing our competitiveness. In 2024, within the scope of the projects that make up our R&D project portfolio, we carried out R&D cooperation studies on approximately 50 topics and with different institutions/organizations.

### OUR R&D PROJECTS

“We are Ranked 1st in The R&D 250 List Announced By Turkishtime.”

In 2024, we continue to fund sustainable R&D projects, make new equipment infrastructure investments and gain technological infrastructure. As of the end of 2024, Turkish Aerospace ranked 50th in Defense100, the list of the world's top 100 defense industry companies announced internationally every year, and ranked 1st in the R&D 250 list announced by Turkishtime in Türkiye every year. The ratio of R&D Expenditure to Turnover was 50.9%. We ranked 2nd in the following sub-lists announced by Turkishtime.

- “According to the Number of Master's and Doctorate Personnel Working in R&D Centers”
- “According to the Number of Female Personnel Working in R&D Centers”
- “According to the Number of Utility Models Obtained in R&D Centers”
- “According to the Number of Employment Figures in R&D Centers”

# SUSTAINABLE ECONOMIC VALUE

## OUR R&D MANAGEMENT

We continue to develop innovative projects on sustainable designs, circular economy and artificial intelligence through our R&D activities. In this context, our R&D Projects that were initiated in 2024 and hit sustainability issues are given in the table below.

Sustainable R&D Projects in 2024

| Project Name  | Project Subject  |
|---|--|
| Digital Twins And Decision Support Systems Enabling Circular Economy And Reproduction                                 | It is a project to create a digital production approach suitable for aviation by integrating innovative sensors into additive manufacturing processes.   |
| Demonstration Of A Circular Of A Sustainable Design Production System, Based On Additive Manufacturing                | This project aims to contribute to the production of highly competitive platforms by reducing the cost increase due to inefficient resource utilization caused by procurement processes that increase from months to years depending on the size of high-strength aluminum forging materials and inefficient resource utilization resulting in a 10 to 1 purchase to flight ratio. |
| Artificial Intelligence Based Test Pyramid For Virtual Certification Of Next Generation Composite Aviation Structures | It is a project to develop highly accurate test models with machine learning to obtain new materials, samples, coupons and final composite aerospace structures and integrate them into the certification route.   |
| Development Of Self-Replicating/Repairable Nano/Micro Material Technologies   | The project aims to produce a material with self-repair technology and integrate it on two different parts.  |
| Breaking Boundaries In High-Performance, Sustainable And Circular Biocomposites For Multi-Industry Applications       | It is a project to develop composites based on bio-materials and to approximate their performance to the currently used aerospace composites.  |
| Source Efficiency For Powder-Based Additive Manufacturing   | It is a project to solve the problem of lack of raw materials suitable for additive manufacturing technologies by optimizing the powder production process and creating new processes.   |
| Crossing The Aerospace Production Frontier: The Operational Integration Of Autonomy In The Case Of Titanium           | It is a project to expand the production boundaries in the aerospace sector by developing a cost-effective modular Directed Energy Deposition (DED) production and repair method automated by the development of unique cored wires with improved mechanical properties and the use of a digital twin model.   |

## OUR INNOVATION MANAGEMENT ACTIVITIES

“Our Company Has Become The First And Only Holder Of Iso 56002 Innovation Management System Certificate In Our Sector.”

The ISO 56002 Innovation Management System standard has been established to ensure the systematic establishment of an Innovation Management System to support the emergence of sustainable innovations within organizations. Innovation Management Systems enable organizations to improve their ability and competencies to make sustainable innovations and to successfully commercialize and launch these innovations in markets with sustainable business models.

In this context, our Company started working on the ISO 56002 - Innovation Management System certification process in 2023, and after the successful completion of the audit conducted by the Turkish Standards Institute (TSE) between June 5-6, 2024, it completed the relevant process and was entitled to receive the certificate on June 13, 2024. Our Company successfully completed the ISO certification audit without any nonconformities at any level and after the audit, became the first and only holder of ISO 56002 Innovation Management System Certificate in our sector.



## InovaLIG 2024 - 1st Place in The Category of Innovation Organization and Culture

Within the scope of InovaLIG, Türkiye's first innovation development program organized annually by the Turkish Exporters Assembly (TIM), where Türkiye's innovation champions are determined, our Company ranked 1st in the "Innovation Organization and Culture" category in 2024.



# SUSTAINABLE ECONOMIC VALUE

## OUR PATENT ENGINEERING

“As Turkish Aerospace, In 2024, We Filed A Total Of 120 Patent Applications, 53 National And 67 International, and Completed The Patent Procedures For 39 National and 13 International Patent Applications.”

As Turkish Aerospace, we continue our activities to obtain patents for the products, designs and ideas we develop in the field of aerospace industry in many branches of technology, from additive manufacturing production methods to material designs, from power transmission systems to aerodynamic improvements, in order to protect intellectual and industrial rights. In order to increase innovation capacity, we aim to evaluate internal and external development areas with a holistic approach by making use of the in-house entrepreneurship model and the start-up ecosystem, and to increase revenue and provide competitive advantage by developing new products in this direction.

As Turkish Aerospace, we participate in national and international fairs, enabling our employees to present their inventions to other stakeholders in the ecosystem in which we operate. In 2024, we received 20 awards at the Istanbul International Invention Fair (ISIF), where over 400 inventions were exhibited.

We received a total of 20 awards at ISIF'24, including 7 bronze, 10 silver, 2 gold and WIPO Best National Award for our inventions, which were evaluated by an international jury board consisting of experts in their fields. Our Company won the "WIPO Best National Award" with the patent application titled "An Electronic Architecture" developed by our inventors for electronic architectures. Two separate gold medals were awarded for "A Clamp Assembly" and "A Powder Bed Additive Manufacturing System".

“Our Company Placed at the Top in “Turkey’s Patent Report”

“The 2024 “Turkey’s Patent Report” prepared by Patent Effect to reveal Turkey’s technology development capabilities with patent data and to reveal the development in patent applications has been published. While there was a 19% increase in the Aviation and Defense category in 2024, our Company rose to the 1st place in the said report.

## OUR HANGAR FLY IN-HOUSE ENTREPRENEURSHIP PROGRAM

“From The Teams Selected For the HANGAR FLY Pilot Program, 4 Business Ideas Were Included Under the Focus Topic “Sustainability”.”

In order to increase innovation capacity, we aim to evaluate internal and external development areas with a holistic approach by taking advantage of the intrapreneurship model and the start-up ecosystem, to prepare an action plan to increase revenue and competitive advantage by developing new products in this direction, and to comply 100% with the prepared action plan. The HANGAR FLY In-House Entrepreneurship Program is an entrepreneurship program designed as an acquisition model for solving and developing technologies for emerging customer needs and problems with the entrepreneurial capabilities of Turkish Aerospace employees and commercializing them by including them in ordinary business processes. The aim of the HANGAR FLY Intrapreneurship Program is to create new business areas and generate new turnover for our Company.



Thanks to the relevant program, it will be possible to create new business models and services, not only technologically, but also for already developed products and services to generate value in the civilian sector and/or in different markets. In this context, we launched the first HANGAR FLY, which is the first program carried out in our sector, as a pilot study in our Company in 2023. We invited more than 250 of our employees who follow our current work, who have been involved in our previous events and activities, and who are members of our Technology and Innovation Community to the pilot study. We evaluated 47 business ideas received from our colleagues and accepted a total of 17 business ideas into the program.

During the program, 47 in-house entrepreneurs with 17 teams received entrepreneurship trainings, technical mentoring and business development mentoring support for 3 months. Our trainings were completed in February 2024 and at the end of the program, at the Demo Day on March 6, 2024, the business ideas were presented to our Jury consisting of executives of our Company.

With more than 50 hours of training, more than 260 hours of mentorship, 4 entrepreneurship events, more than 30 experts and 11 business development mentors from the entrepreneurship ecosystem, the program was completed and at the end of Demo Day, 9 of our teams qualified as Finalists.

# SUSTAINABLE ECONOMIC VALUE

## OUR HANGAR CAMPUS INNOVATION PROGRAM

“In The Second Term Of The Program, Which Opened In 2024, The Focus Topic Was Determined As “Artificial Intelligence And Machine Learning In Aviation And Space”. 3 Business Ideas That Touched On The Theme Focus On “Sustainability” Were Entitled To Take Part In The Program.”

HANGAR Campus Innovation Program, which appeals to university students, one of the stakeholders that our Company attaches importance to, is an innovation and entrepreneurship-oriented open innovation program designed to be open to the applications of associate, undergraduate, graduate and doctoral students from all universities in Türkiye. Students can apply to the HANGAR Campus Innovation Program in teams of 2 to 5 people.



The second term of HANGAR Campus, our first open innovation program focused on innovation and entrepreneurship, lasted 5 months. Sixteen teams from different provinces of Türkiye were included in the program with their business ideas. The program started with an innovation camp with an intensive schedule. In the first stage of the program, trainings on entrepreneurship and innovation and seminars on the use of artificial intelligence technologies

in aviation and space in the theme area were held by experts, and information on current developments in the ecosystem was shared with the teams. Following the innovation camp, expert mentors were assigned to the teams in the subject areas they needed, and product verification and Proof of Concept (PoC) studies continued within the scope of their projects. A Demo Day was held at the end of the program. Until the Demo Day event, 12 teams passed through the qualifying periods during the Program and took their projects to the next level on this long-term innovation and entrepreneurship path.

Teams that successfully completed the program were provided with cash prizes and sponsor awards, training and mentorship, patent writing support, investment opportunities, job and internship opportunities, the chance to gain privileges in other related Turkish Aerospace programs, infrastructure support,

commercialization and networking support, budget support for Minimum Viable Product (MVP), PoC opportunity in our facilities and industry-specific experience / knowledge sharing opportunities. We continue to communicate with the teams after the program. At the end of each semester, a HANGAR Campus Alumni Network Platform was created for the graduating teams. Teams that have completed the program and graduated are included in this platform and continue their cooperation with Turkish Aerospace and stakeholder institutions with which they have strategic cooperation. On the other hand, the teams have the opportunity to provide possible cooperation among themselves. After the program, each team is matched with the relevant product groups of Turkish Aerospace related to their business idea and continues their cooperation studies related to their projects. The outputs of their projects are evaluated within the scope of our Company's open innovation cooperation opportunities.

The HANGAR Campus Innovation Program has been designed and implemented end-to-end as a multi-stakeholder and high-prestige program that will create maximum added value with minimum cost. Within the scope of the preparations of the program for the next period, meetings with internal and external stakeholders continue and studies are being carried out.



## OUR START-UP EXPLORATION ACTIVITIES

“We Held Meetings With 32 Start-Ups With A Focus On Sustainability.”

We conduct start-up exploration activities within the scope of open innovation processes. As a result of the exploration activities carried out, we came into contact with many entrepreneurial companies operating in the innovation focus areas of Turkish Aerospace in the ecosystem. In this direction, the initiatives (start-ups) working in the innovation focus areas of our Company and identified in the ecosystem events attended are recorded and tracked in the Open Innovation Database.

# SUSTAINABLE ECONOMIC VALUE

## OUR START-UP EXPLORATION ACTIVITIES

In 2024, we interviewed nearly 50 start-ups and started a cooperation process with nearly 170 companies in total, and we continue to do so. After the first meeting with the start-ups discovered in this context, we hold evaluation meetings with the relevant teams within the Company to evaluate the technical competencies of the start-up and its ability to meet the requirements of the Turkish Aerospace in the areas of need. After the evaluations, we organize meetings to introduce the start-ups to our relevant expert teams for the needs addressed by their solutions and to evaluate potential cooperation. We continue the process by conducting demo studies with the companies deemed appropriate.

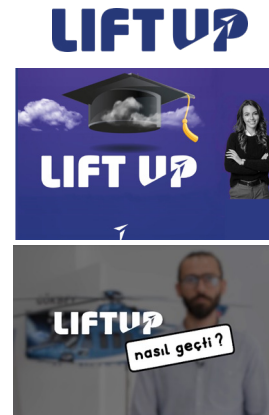
We carry out various cooperation activities with different actors such as non-governmental organizations, technoparks, technology transfer offices, companies and universities that play an active role in the Turkish entrepreneurship ecosystem. In this context, we participate in start-up events organized by platforms that facilitate corporate companies' access to the technologies they need and make technology companies more visible, and evaluate potential cooperation opportunities with sustainability-oriented companies. In this context, we also carry out start-up exploration activities in the area of sustainability, which is one of our Company's horizontal innovation focus areas. We held meetings with 32 start-ups operating with a focus on sustainability.

## VENTURE INVESTMENTS

Today, it is seen that there are many innovative and technological developments in different industrial fields on a global and country basis. Especially in prominent technology areas such as artificial intelligence, digital transformation, dual-use technologies, the internet of things, blockchain, augmented reality, sustainability, and green transformation, solutions that respond to the increasing expectations of the consumer or technology user are being produced. In addition, innovative business models have become easier to realize as the public sector supports this change with its regulations. One of these is investment strategies in startups. Currently, Turkish Aerospace is included in the venture capital investment funds within Teknopark Istanbul and SSTEK Savunma Sanayi Teknolojileri A.Ş. (SSTEK), and we direct strategically and/or financially important start-up companies to the relevant fund structures when they are identified.

## UNIVERSITY-INDUSTRY COLLABORATIONS

### LIFT UP Industry-Focused Graduation Projects for Undergraduates



The LIFT UP Industry-Focused Undergraduate Graduation Projects Program is an initiative created to increase university-industry cooperation and to train qualified human resources for the aviation industry. Within the scope of this program, undergraduate students have the opportunity to turn their theoretical knowledge into practice by working directly on real industrial problems identified by Turkish Aerospace in the last year of their education. In this way, we contribute to university students taking part in industry-oriented projects and becoming more prepared for business life, and to our Company's development of innovative solutions.

With LIFT-UP, which enriches our Company's R&D processes by enabling innovative and creative ideas to be reflected in projects and paves the way for the recruitment of trained and experienced young engineers to Turkish Aerospace, we increase our competitiveness and effectively meet the need for human resources for future growth targets.

| Years        | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Projects     | 23        | 70        | 136       | 111       | 170       | 355       |
| Universities | 12        | 24        | 33        | 37        | 42        | 52        |
| Students     | 84        | 168       | 377       | 347       | 500+      | 1000+     |

LIFT UP Reviews by Year

# SUSTAINABLE ECONOMIC VALUE

## UNIVERSITY-INDUSTRY COLLABORATIONS

“We Carried Out 355 Projects In 2024 Under The Lift Up Program.”

Our program, which we launched for the first time in 2018 with 23 projects from 12 universities, increased to 355 projects from 52 universities in 2023-2024 and reached Azerbaijan by crossing the borders of the country. Some of the projects carried out under our LIFT UP program are shared in the table below.

| PROJECT SUBJECT  | SECTION                                   |
|--|---|
| Performance Analysis and Development of Chemical Surface Treatment of Aluminum Alloys Produced by Additive Manufacturing | Metallurgical and Materials Engineering   |
| Real Time Vibration Fatigue Estimation for Jet Aircraft by using Frequency Domain Methods                                | Aircraft Engineering                      |
| Data-Link Communication in Unmanned Aerial Vehicles  | Electronics and Communication Engineering |
| VR (Virtual reality) glove design  | Electronics and Communication Engineering |
| Forming of Al-Cu-Li Alloys by Hot Deformation Technique and Investigation of Microstructural Changes                     | Metallurgical and Materials Engineering   |
| Improving Structural Analysis Times Using Machine Learning   | Electronics and Communication Engineering |
| Design and analysis of grappling hook mechanisms for aircraft requiring carrier landing                                  | Mechanical Engineering                    |
| Experimental and Computational Aeromechanical Evaluation of Small Size Propeller Geometries                              | Aircraft Engineering                      |

With the LIFT UP projects closing event organized every year, our students have the opportunity to share the outputs of their graduation projects and the experiences they have gained with a wide audience.



The event, which we have traditionally held every year in a digital environment with live broadcasting, was held face-to-face for the first time this year with great excitement and enthusiasm. We invited the teams that ranked in the top three in the overall ranking to the modern and high-tech facilities of Turkish Aerospace to introduce their work

closely and to communicate directly with experts in the sector. Our successful students had the opportunity to share their meticulously prepared projects with detailed presentations in front of our Company executives, industry professionals and academic jury, emphasizing the importance and sectoral contributions of their projects. In addition, the valuable project outputs that emerged as a result of the intensive work carried out with devotion by our teams throughout the year are published in a comprehensive and prestigious proceedings book and presented to the appreciation of academic and sectoral stakeholders.

### OUR TUSAŞ BAP Program

TAs one of Türkiye’s leading companies in the field of aerospace, Turkish Aerospace launched the TUSAŞ Scientific Research Program (TAI BAP) in order to strengthen cooperation with universities and bring qualified researchers to the industry. With this program, we contribute to increasing both academic and industrial know-how by supporting master’s and doctoral students’ thesis studies in line with our Company’s technology roadmap and fields of activity.

We provide budget support to master’s and doctoral students accepted to the program to carry out their theses and provide industrial guidance by appointing an expert industrial consultant from our Company. Within the scope of the budget support provided to our students, we cover the machinery-equipment, consumables and service procurement expenses that will be needed in the thesis study. Thanks to TAI BAP, graduate research conducted at universities is shaped in a way that can directly respond to industrial needs, and thus we make significant contributions to the aerospace sector of our country.

# SUSTAINABLE ECONOMIC VALUE

## UNIVERSITY-INDUSTRY COLLABORATIONS

In 2024, within the scope of the Scientific Research Program (TAI BAP) carried out by Turkish Aerospace, we supported a total of 5 thesis studies at the graduate level, making significant contributions to the shaping of academic studies on aviation and space technologies in line with the needs of the industry and providing young researchers with sectoral experience.

### “We Create Innovative Solutions By Bridging The Gap Between Academic Know-How And Industrial Needs.”

Within the scope of University-Industry cooperation, we conducted mathematical modeling and technical analyses for the requirements of critical product groups such as THS-1, THS-2 and THS-3, and planned projects that could be carried out with universities to meet these needs. Accordingly, we opened a total of 25 projects for application through the [usi-arge.tusas.com](http://usi-arge.tusas.com) platform. As a result of the evaluations we made, we have completed the contract processes of 7 of these projects and started work on them. In addition, we aim to complete and implement 4 projects, whose contract and evaluation processes are ongoing, by 2025. We have set the design period of these projects as a maximum of 1 year, and we plan a total of 1 year and 3 months with additional time if necessary. With this structure, we have established a closer relationship between our Company and universities, enabling competent academics from universities to contribute to Turkish Aerospace projects. Thus, we have established a bridge between academic know-how and industrial needs and created innovative solutions with this synergy.



#### University-Industry R&D Projects

Log in to the system to view and apply for equity-supported R&D project calls determined by TUSAŞ for product group needs.



#### Nationally Supported Collaboration Requests

Log in to the system to view the fields of activity within the scope of TUSAŞ Technology Roadmap and to apply together with TUSAŞ for national (TÜBİTAK etc.) external resource supported collaboration requests.



#### Requests for Internationally Supported Cooperation

Log in to the system to view and apply for international external resource supported EU project calls recommended to be applied together with TUSAŞ.

## European Union R&D Projects Participated in International Funds

In order to develop advanced R&D and product development processes, we collaborate with universities to ensure efficiency through advanced research projects. In this context, we develop high value-added, innovative and sustainable projects with the support received from the European Union and TÜBİTAK and the cooperation opportunities created by these platforms. In 2024, we applied for 16 EU incentive applications to benefit from Horizon Europe programs with universities, with the roles of 4 coordinators, 7 work package leaders and 5 project partners. In addition, we are successfully serving as an advisory board member in the VERSAPRINT project and chairman of the advisory board in the GIANCE project, which are among the ongoing EU projects. With these projects, we have collaborated with more than 250 international universities, research institutions and industrial partners to develop innovative technologies. We also provided support to our InnoAVIATION, CO2CUEs and GreenZONE projects within the scope of Tübitak EU projects coordinatorship support program.

## Activities within the scope of TÜBİTAK-1004 Center of Excellence Support Program

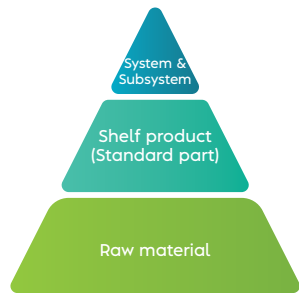
Another important dimension of University-Industry cooperation projects is the activities within the scope of TÜBİTAK-1004 Center of Excellence Support Program. As a result of the applications made within the framework of this program, we held panel evaluation meetings for a total of 5 projects. These meetings allowed the projects to be analyzed in depth from an academic point of view and to adapt them to industrial targets. The feedback received during the evaluation process contributed to better shaping the project objectives and increasing the applicability of the projects.

# SUSTAINABLE ECONOMIC VALUE

## OUR LOCALIZATION ACTIVITIES

Within the framework of Turkish Aerospace's vision of becoming a "world brand aerospace company" with indigenous products and global competitiveness, we systematically follow the current situation and technological trends in the world. In particular, we focus on technologies that will contribute to our competitiveness and capabilities that are not currently available in our country.

In addition to our activities aimed at finding companies with domestic capital in engineering and technical fields for high-tech products, we also contribute to the development of domestic and national companies that have become capable at all stages, from production processes to the testing of the final product. In this context, in the first stage, we are expanding our nationalization efforts, which continue with the aim of contributing to the country's economy with foreign origin Mechanical and Avionic System & Subsystem Indigenization activities, which are relatively more feasible in an aircraft, to shelf product standard parts used in aviation with the institutionalized structure over time.



With the critical contracts signed, we are not limiting the nationalization of raw materials including metals, composites and chemicals with special aviation specifications in a short period of time, not only to the parts that make up the aircraft, but also in the fields of machinery & equipment including flight-production aids, ground support equipment and test devices, making it a strategic importance in a way that will increase the overall capability of not only our Company but also our country to a much higher level.

## OPERATIONAL DEVELOPMENT

In 2024, as in every year, Turkish Aerospace implemented various projects and innovative approaches to achieve our operational excellence targets. We continue to contribute to our environmental, economic and social sustainability goals through digitalization, continuous improvement, lean production and data-driven analyses.

## OUR REPORTING AND DASHBOARD STUDIES

We carry out comprehensive reporting and visualization studies to support data-driven decision-making processes and make production processes more efficient.

- **Instant Data Needs:** In 2024, we developed 126 new reports and dashboards for employees to have quick and easy access to data in corporate systems.
- **Extensive Usage:** By the end of 2024, we increased the total number of reports to 1,307, which were used extensively with 673,000 annual and 2,750 daily clicks on average.
- **Data Visualization:** We supported analysis and decision-making processes by increasing the readability of data with the developed tools.

## OUR DIGITALIZATION EFFORTS

### Digital Transformation in FAI Processes

By digitizing First Article Inspection (FAI) processes, we accelerated approval and follow-up processes and increased information security. We made the application available to employees of our Company and the Presidency of Defense Industries (SSB). We have transformed the processes that were previously carried out with Word, Excel and paper forms so that they can be carried out under our Company's production management systems. Thanks to digitalization, we prevented losses due to manual processes.

### Bench Connectivity Project

With the Internet of Things (IoT) technology, we increased traceability at production benches and supported data-driven decision-making processes. In 2024, we integrated 12 new workbenches into the system, making the workbench data of 143 work centers traceable in total. With Manufacturing Executing Systems (MES) integration, we continue to monitor critical metrics such as OEE (Overall Equipment Effectiveness) and capacity utilization by collecting downtime reasons.

### Robotic Process Automation (RPA)

By automating rule-based and repetitive processes in operational processes, we achieved efficiency with the automation of 4 processes. By automating time-consuming processes, we minimized human errors. We increased workforce efficiency by enabling employees to focus on value-added work.



# SUSTAINABLE ECONOMIC VALUE

## OPERATIONAL DEVELOPMENT

### Material Life Tracking (MOT) Project

We started to track the hours of material entry and exit to the cold storage with Radio Frequency Identification (RFID) technology instead of employee declarations. Thus, we aim to prevent waste by tracking the lifespan of composite materials more systematically.

### FOCUS Project: Artificial Intelligence Supported Activity and Duration Analysis

The FOCUS Project, a joint effort of our Production Method Engineering and Artificial Intelligence and Big Data teams, utilizes innovative data analytics methods to manage production processes more effectively.

- **Audio, Video and Activity Data:** We analyze this data collected with cameras during assembly processes with artificial intelligence algorithms.
- **Artificial Intelligence Supported Activity Identification:** We can define activities in assembly processes with artificial intelligence.
- **Activity Duration Determination:** We can summarize the unit durations of activities with artificial intelligence.

### Operational Metrics and Field Visualization

In order to improve performance in operational processes, we defined daily metrics and developed tracking systems within the scope of SQCDPE (Safety, Quality, Cost, Delivery, People, Environment) methodology. In 2024, we established GEMBA meeting standards by reviewing daily metrics in 18 panels in production areas specific to assembly operations.

## PRODUCTION METHOD ENGINEERING AND CONTINUOUS IMPROVEMENT ACTIVITIES

### Standard Time Determination and Loss Analysis

We conducted method and analysis studies in different areas to optimize production processes. We have completed method analyses for 48 main business centers in composites, sheet metal, machining and assembly in 2024. In 4 areas identified as bottlenecks, we identified opportunities for improvement through quick check-up analysis and triggered continuous improvement efforts.

### Continuous Improvement and Kaizen

In 2024, we defined and targeted the “total kaizen participation” metric. We measure this key performance indicator by the number of different people participating in the kaizen process. There were 3,700 kaizen entries. 3,000 of them were approved and with improvement activities recorded. Kaizen participation in Aviation Structures production areas increased from 1,150 in 2023 to 2,141 in 2024. In 2024, 53% of our colleagues in production were involved in kaizen processes. We saved \$17.2 million in Aviation Structures.

### Kaizen Workshop Activities:

Within the scope of the Kaizen Workshop, in order to support production processes and more efficient use of resources: We met a total of 3,134 requests for warehouse kit carts, transport carts, 5S materials, shading and other requests. As a result of these efforts, we saved \$112,000 compared to the acquisition cost.

### Workshop Layout with 5S

In order to increase order, cleanliness and standardization in production areas, we carry out inspections within the scope of 5S studies and expand practices. In 2024, we conducted a total of 261 5S audits in 86 production areas in Aviation Structures. We have started to extend the good practices and supervision mechanism in Aviation Structures to Helicopter and Aircraft crews.

## OUR EDUCATION AND ACADEMY ACTIVITIES

We organized trainings to increase the competencies of employees on lean production and continuous improvement. Within the scope of the Air Vehicle Technician (HAT) Program, we offered a total of 192 hours of “Lean Production and Continuous Improvement Training Package” at Kazan Vocational School. At TAI Academy, we offered a total of 116 hours of “Before-After Kaizen”, “Kobetsu Kaizen”, “Continuous Improvement and Problem-Solving Techniques” and “Work Study and Productivity” trainings. We organized a 2-day “Work Study Manager Training” with the participation of Aviation Structures production managers. We organized a one-day “Lean Management and Principles Training” with the participation of Aviation Structures DGM, Strategy and Subsidiaries Presidency and Academy Presidency senior management. With these comprehensive efforts, we support the Turkish Aerospace to increase its operational efficiency, reduce its environmental impact and achieve its sustainable development goals.

# SUSTAINABLE ECONOMIC VALUE

## OUR INFORMATION TECHNOLOGIES

### COMPLIANCE WITH ISO 27001 INFORMATION SECURITY, CYBER SECURITY AND PROTECTION STANDARD

“With This Security-First Approach, We Continue To Be A Reliable Business Partner Both Today And In The Future By Aiming For Continuous Improvement And Innovation In The Field Of Information Security.”



TAT Turkish Aerospace, we embrace security and sustainability as the cornerstones of our way of doing business. Accordingly, we fully comply with the ISO/IEC 27001:2022 standard to implement international best practices in information security management.

Our ISO 27001 compliance aims not only to protect our information assets, but also to create a reliable business environment for our customers, business partners and stakeholders. We prioritize security in all our processes throughout the Company and conduct our operations in accordance with the principles of confidentiality, integrity and accessibility.

Under this approach:

- We harmonize all our business processes with international standards,
- We continuously assess and manage information security risks,
- We organize regular trainings to raise the awareness of our employees and
- We update our technological infrastructure in accordance with the latest security approaches.

Our ISO 27001:2022 certification represents not only our fulfillment of legal and ethical requirements, but also our commitment to provide secure services to our stakeholders in a sustainable manner. In addition to facilitating our bidding processes in international projects, this certificate is also a requirement for the continuation of Turkish Aerospace' Authorized Economic Operator status

granted by the Ministry of Trade. The Authorized Economic Operator Status allows companies that meet the conditions stipulated in the Regulation on Facilitation of Customs Transactions and are deemed to be resident in the Turkish Customs Territory, including free zones, to benefit from a number of facilities stipulated in customs and foreign trade legislation.



### OUR COMMITMENT TO PROVIDE BETTER QUALITY SERVICES WITH ISO 20000

In our Information Technology (IT) services, we apply the international service management standard ISO 20000 to provide our users with higher quality and reliable solutions. This standard not only increases the effectiveness of our services, but also ensures the continuity and compliance of our processes.

By adopting ISO 20000:

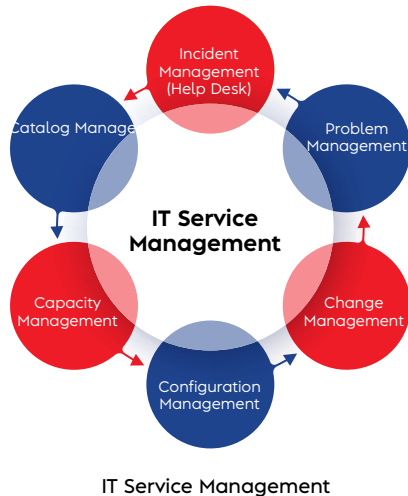
- We better understand user needs and offer services in line with expectations,
- We increase transparency and efficiency in our service management processes and
- We produce more innovative and sustainable solutions with a continuous improvement approach.

Our commitment to improving service quality is not limited to processes. We carefully evaluate feedback from our users and continuously improve our services in line with this feedback. We also meticulously monitor our compliance with Service Level Agreements (SLA) ratios. We strengthen the transparency and traceability of our processes by reporting our SLA performance at the senior management level every 6 months.

Thanks to this approach, we not only increase user satisfaction but also make our IT services more effective, reliable and sustainable by adopting a technology-oriented and user-centered service approach.

# SUSTAINABLE ECONOMIC VALUE

## OUR INFORMATION TECHNOLOGIES



## STRATEGIC STEPS FOR STRONG INFRASTRUCTURE AND RELIABLE DATA MANAGEMENT

Our Company continuously strengthens and future-proofs its data infrastructure to support its commitment to providing reliable services in a digitalized world. In this context, we are successfully carrying out preparatory activities for data center relocation, infrastructure reinforcement and the establishment of an active-active data center on campus.

**Our data center migration projects** are carried out with comprehensive planning and coordination to increase the reliability and continuity of our systems. In this process, our primary goal is to ensure that our operations continue uninterrupted.

**Our infrastructure strengthening efforts** aim to improve performance and support environmental sustainability by bringing our technological systems in line with the latest standards.

In addition, our preparations for the installation of an active-active data center on campus is a strategic step to increase the capacity for business continuity and rapid response to disaster situations. With this system, we aim to provide our operations with a more flexible and resilient structure, while at the same time increasing the quality of the service we offer to our customers by providing high accessibility.

## JOINT WORK WITH OUR SUBCONTRACTORS ON INFORMATION SECURITY AND CYBER SECURITY

Our Company aims to adopt high standards in the field of information security and cyber security not only in our own processes, but also with all stakeholders we cooperate with. Accordingly, we have started field visits to measure the maturity levels of our subcontractor companies in the field of information security and cyber security, raise their awareness and share information.

These visits aim to mainstream security culture across our business ecosystem and create a secure digital environment throughout the supply chain. In the context of the visits:

- We evaluate the current information security practices of our subcontractors,
- We provide information and trainings to raise cyber security awareness and
- We ensure that security risks are addressed proactively through mutual information sharing.

This initiative aims not only to enhance the security capabilities of our partners, but also to strengthen the quality and reliability of our service to our customers by creating a secure business ecosystem.

# SUSTAINABLE ECONOMIC VALUE

## SUSTAINABLE CYBER SECURITY

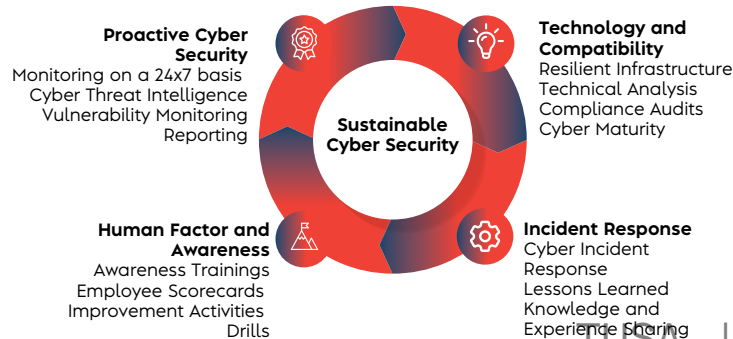
### STRATEGY and MANAGEMENT



We carry out sustainable cyber security activities to effectively combat security threats in the long term in order to ensure the continuous development of Turkish Aerospace at both technological and operational levels and to ensure uninterrupted production by ensuring cyber resilience. We protect Turkish Aerospace's digital assets and prevent service interruption and data loss. While fulfilling this mission, we not only protect our Company, but also contribute to the long-term sustainability of the digital ecosystem by ensuring the integrity of critical information. We protect user privacy

by securing personal and sensitive data with our cyber security practices. In today's world where data privacy is a fundamental right, we contribute to the creation of a sustainable digital environment that respects individual rights.

We contribute to the financial stability of our Company by preventing the loss of money (exposure to fraudulent activity) due to the events that occur with

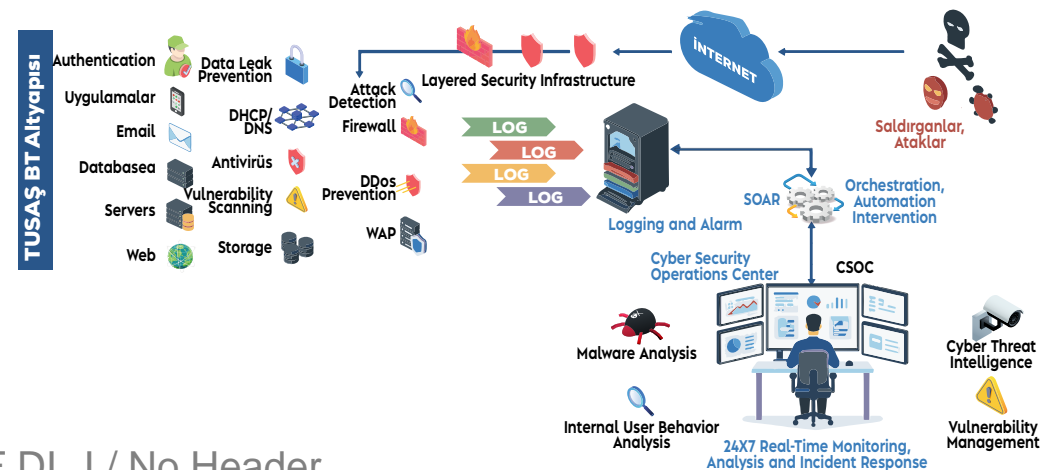


our analyzes and interventions. With this activity, we support the sustainability of our Company in the digital field. We protect our Company from malware, viruses and cyber threats that may disrupt the harmony of the digital ecosystem. We use up-to-date techniques and tactics to prevent cyber threats and potential damages that may arise from the supplier ecosystem.

### PROACTIVE CYBER SECURITY APPROACH

We launched cyber threat intelligence services to monitor current cyber threats against Turkish Aerospace, to evaluate the data obtained instantly and to take measures. We monitored both local and global cyber threat intelligence sources on a 24x7 basis at our Cyber Security Operations Center, which was established with internal resources, and meticulously evaluated every intelligence obtained.

We conducted cyber security tests of all procured software and applications, identified potential weaknesses and vulnerabilities and took precautions. We contributed to the safer presentation of applications to users by preventing possible errors and vulnerabilities by analyzing the code of developed corporate software.



# SUSTAINABLE ECONOMIC VALUE

## SUSTAINABLE CYBER SECURITY

“We Continue To Work In Compliance With National And International Cyber Security Standards To Ensure The Sustainability Of Our Certification.”

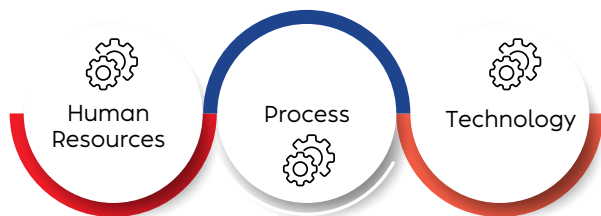
### TECHNOLOGY and COMPATIBILITY



In order to increase our Company's resilience against ever-changing and increasing cyber threats, we have invested in both technological infrastructure and human resources for the effective execution of cyber security operations. We adopted a Continuous Training approach to increase the defense effectiveness of our employees against cyber threats. In this way, we provided our employees with new skills and turned them into added value with new services for our Company's cyber security. We successfully completed internal and external audits related to cyber security. We ensured the continuity of the Level 4 (Advanced) certificate, which is the highest level in the Cyber Hygiene audit conducted for institutions and organizations that provide products and services to the Presidency of Defense Industries.

### HUMAN FACTOR AND CYBER SECURITY AWARENESS

We continuously invest in "Human Resources, Process and Technology", the 3 key elements of cyber security, and work to increase our resilience against changing and evolving cyber threats.



The 3 pillars of Cybersecurity

Regarding the most important element, "Human Resources", we both train our candidate engineers within a program we have prepared and organize trainings to increase the experience levels of our existing staff. We prepared Cyber Security Awareness Training to increase the cyber security awareness levels of our employees and we ensure that all our employees benefit from the training.

### DRILLS

In 2024, we organized 4 "Phishing Drills." As a result of these drills, we measured the level of cyber security awareness on a person and department basis and made training assignments to our employees in need. We are pleased to observe that the cyber security awareness level of our employees increases more with each exercise.

We informed our employees about current attacks and what to do in case of possible attacks with posters, images on digital screens and screen savers.

### CYBER INCIDENTS AND RESPONSE

We responded to all cyber security incidents that occurred with internal and external stakeholders, regardless of working hours. By increasing our cyber resilience, we effectively prevented 153,365 cyber-attacks in 2024. We have drawn lessons from incidents and incorporated them into our corporate memory to ensure the sustainability of our Company's cybersecurity.

Considering that the cyber security of the companies in the supply chain will indirectly affect our Company, we contributed to the cyber security of stakeholders in audit, process and technical issues. We made significant efforts to prevent possible damages by detecting 557 phishing, one of the starting points of large-scale, high-impact cyber-attacks.

In 2024, we made significant progress in integrating sustainability into cybersecurity operations. While challenges remain, our commitment to innovation and environmental responsibility ensures we are in a strong position for the future. By building our cybersecurity operations on these successes, we aim to further enhance our resilience and contribute to a more secure, sustainable digital ecosystem.

# SUSTAINABLE ECONOMIC VALUE

## QUALITY MANAGEMENT

“We Continue To Verify And Document The Definitions, Processes And Performance Of Our Quality Management System Through Internal And External Audits And Ensure That Management Systems Standards Are Effectively Implemented In Our Company.”

As Turkish Aerospace, we ensure the effective management and continuity of our certified quality management system. We carry out quality management as a Company culture by following the developing standards with our certified quality management systems, certified management systems and civil and military authority approvals. In 2024, we added two new certificates to our Certified Management Systems, namely ISO 56002 Innovation Management System and ISO 17025 Accreditation of Testing Laboratories. In addition, we received our Production Organization Approval (POA) certificate from the Directorate General of Civil Aviation (DGCA) for our T625 GÖKBEY Utility Helicopter project.

### OUR CERTIFIED QUALITY MANAGEMENT SYSTEMS

- ISO 9001 Quality Management System
- AS/EN9100 Quality Management System for Aerospace and Defense Industry Organizations
- AS/EN 9110 Quality Management System for Aviation Maintenance Organizations Requirements
- AQAP 2110 NATO Quality Assurance Requirements for Design, Development and Production
- AQAP 2310 NATO Quality Management System Requirements for Aerospace and Defense Contractors
- ISO 10002 Customer Satisfaction Management System

### OUR DOCUMENTED MANAGEMENT SYSTEMS

- ISO 14001 Environmental Management System
- ISO/IEC 20000 Information Technology Service Management System
- ISO/IEC 27001 Information Security Management System
- ISO 45001 Occupational Health and Safety Management System
- ISO 50001 Energy Management System
- ISO 14064 Corporate Carbon Footprint Management Certificate
- ISO 56002 Innovation Management System
- ISO 17025 Accreditation of Testing Laboratories
- ISO 14046 Water Footprint Certificate

### OUR CIVIL AND MILITARY AUTHORITY APPROVALS

- Design Organization Approval (DOA/ TOO)/EASA - DGC
- Design Organization Qualification Approval (TOYO)/SSB
- Production Organization Approval (POA/ ÜOO)/EASA - DGCA
- Production Organization Qualification Approval (ÜrOYO)/SSB - DGCA
- Type Certificate (EASA - SHGM - SSB)
- Approved Training Organization (ATO) SHGM
- Continuous Airworthiness Management Organization Certificate Approval (PartCAMO)/ SHGM
- Maintenance Organization Certificate Approval (SHT-145)/ SHGM

In December 2024, we successfully completed the “Design Organization Approval and Production Organization Approval” audits carried out by the Certification Board within the scope of the “AESA Nose Radar, FEWS and Gökdoğan Integration to F-16 Block-30 ÖZGÜR-2, F-16 Block-40/50 ÖZGÜR-2 and ÖZGÜR Aircraft” Projects. In this context, the Design Organization Approval and Production Organization Approval documents were published by the authority. With the receipt of the Design Organization Approval document, the “Supplementary Type Certificate (TTS (STC))” document was also issued within the scope of the “External Load Certification (HYS)”, which is a sub-work package of the “F-16 Block-30 ÖZGÜR-2” project.

# SUSTAINABLE ECONOMIC VALUE

## QUALITY MANAGEMENT

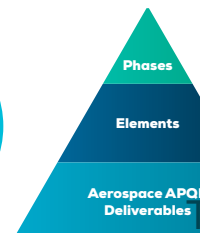
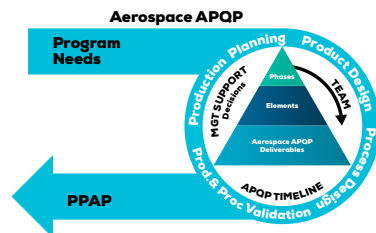
### ADVANCED PRODUCT QUALITY PLANNING (APQP/PPAP)

APQP (Advanced Product Quality Planning) is a method used to confirm that appropriate outputs are produced by bringing together Program and Quality Management perspectives within the determined plan of design and production processes throughout the product life cycle and to maximize customer satisfaction. Accordingly, as Turkish Aerospace, we continue our APQP/PPAP activities in accordance with IAQG 7.2.3 Aerospace APQP Manual and AS/EN 9145:2016 Aerospace Series - Requirements for Advanced Product Quality Planning and Production Part Approval Process standards. We also carry out training activities within the Academy in order to disseminate the APQP principle within our Company and to create the necessary knowledge in other disciplines.

The APQP studies make great contributions to the know-how of the Turkish Aerospace. These contributions will shed light on future projects. In addition, we are strengthening our Company's position in the market with the follow-up of constantly renewed technology for customer satisfaction, and we are contributing to and getting to know the Company culture closely through interdisciplinary work. The final status of the APQP/PPAP activities currently carried out within our Company is given in the table below.

| Project Name            | APQP/PPAP Latest status                 |
|-------------------------|---|
| A320 SWIFT & NL         | Phase-4: Product and Process Validation |
| Step 4.1 Change Package | Phase-3: Process Design and Development |
| A350 Barrier Wall       | Phase-4: Product and Process Validation |
| A350 Profiles           | Phase-5: Mass Production                |
| A350 One Shot Aileron   | Phase-3: Process Design and Development |

APQP/PPAP Activities



### NADCAP SPECIAL PROCESS APPROVALS

NADCAP (National Aerospace and Defense Contractors Accreditation Program) is an accreditation program accepted by almost all major aerospace companies in the world. Thanks to this program, the approvals of the special processes within the scope of this program are given after the audits carried out by experienced auditors affiliated to the relevant authority PRI (Performance Review Institute).

As Turkish Aerospace, we carry out our activities within the framework of NADCAP certification in a total of 10 special processes, including composites, chemical treatments, heat treatments, non-destructive testing, surface strengthening with ball forging, welding, measurement and inspection, structural assembly, tests of non-metallic composite materials and the materials testing laboratory, which we were entitled to be accredited for the first time in 2024.



# SUSTAINABLE ECONOMIC VALUE

## OUR AVIATION SAFETY

“As Turkish Aerospace, We Aim To Spread A Positive Safety Culture And An Effective Safety Management System To Ensure Flight Safety In A Sustainable Manner.”

As Turkish Aerospace, we continue our activities in a planned manner to establish and effectively operate the Safety Management System in all our aviation activities within the scope of ICAO Annex 19 and SHY-SMS. The 4 main functions of our Safety Management System are as follows. We define our Safety Policy as; to continuously improve safety performance by managing aviation safety risks together with all our stakeholders, in compliance with legal regulations, requirements and other conditions and in an environment based on a fair culture, and we implement it effectively by observing the following principles.



We have defined our Safety Policy as aiming to continuously improve safety performance by proactively and systematically managing aviation safety risks together with all our stakeholders, in compliance with legal, regulatory and other requirements, in an environment based on a fair culture.

We ensure that all management levels of our Company and all our employees are aware of their responsibilities in achieving the highest safety performance

level and that they are committed to our safety policy. We ensure that a risk-based and effective Safety Management System is established and maintained for all our aviation activities. We adopt an approach of creating, implementing, maintaining and continuously improving our strategy and processes to achieve the highest safety performance. We create a fair corporate culture that promotes safety practices by providing all necessary resources and encourages effective safety reporting and communication. We ensure the continuity of our Safety Management System activities in compliance with all relevant national and international legal and other requirements such as AS/EN 9110, EASA Part21, SHY 21, SHY SMS, EASA Part145, SHY-145 etc.

In order to continuously improve our safety performance, we follow a hazard identification and risk management process, including a safety reporting system, to eliminate or mitigate the risks arising from hazards in our operations. We see safety management as the fundamental responsibility of all our employees. We determine the corporate safety obligations of our employees regarding the operations in their areas of responsibility as follows.

**Reporting Culture:** In order for all our employees to freely share safety-related hazards, risks and other related issues, we enable them to report anonymously or with a user login through our Company's Safety Reporting System.

**Safety Reporting Performance:** We organize safety meetings to increase voluntary reporting in a fair culture and encourage the use of reporting systems throughout the Company with safety-themed posters.

**A Culture of Knowledge:** We ensure that our employees who operate and manage the system have the most up-to-date knowledge of the human, technical, environmental and organizational factors that determine the safety of the system as a whole.

**A Culture of Flexibility:** Regardless of the hierarchical structure of our Company, we enable our employees to report directly to the relevant decision makers in extraordinary situations.

**Learning Culture:** We collect, analyze, transform and disseminate relevant data into safety information to improve safety. We continuously inform our employees on issues related to safety. We support making the necessary changes by learning lessons from all kinds of safety incidents.

# SUSTAINABLE ECONOMIC VALUE

## OUR AVIATION SAFETY

**“We Endeavor To Establish a Nationally and Internationally Recognized Safety Management System In Line With The Strategies and Policies We Have Determined For The Consistent, Workable And Effective Operation Of Our Company In A Manner To Include All Aviation Activities Of Our Company.”**

**Fair Culture:** We provide our employees with a fair and safe working atmosphere where they can share safety information and ensure that our employees have the knowledge and experience to clearly distinguish what is acceptable and what is not. As Turkish Aerospace, we aim to promote a positive safety culture and an effective Safety Management System to ensure flight safety in a sustainable manner.

## OUR SAFETY MANAGEMENT SYSTEM (EYS)

### Safety Policies and Objectives

We determine our safety policies and objectives and safety incentive components to cover the mandatory organizational arrangements of the EYS. We include safety risk management and safety assurance components in the foundation of our Safety Management System. As Turkish Aerospace, we transparently share our safety targets set by our Safety Review Board with all our employees and periodically review them.

In the process of hazard and risk identification, we effectively collect, record, evaluate, make applicable and improve feedback about the hazards in our operations by using a combination of retrospective safety data evaluation methods and proactive safety data collection methods.

As Turkish Aerospace, we perform Safety Risk Management through the Safety Risk Assessment module of the Risk Management System, and we ensure that the module is open to the participation of all our employees.

### Safety Assurance

As Turkish Aerospace, we have identified and implemented the 3 basic elements of Safety Assurance as monitoring, measuring, improving and

tracking safety performance, change management, and continuous improvement of IMS.

### Monitoring, Measuring, Improving and Tracking Safety Performance

We use ICAO Document 9859 as a guidance document when determining performance indicators and acceptable safety levels within the scope of IMS. We collect information to monitor and measure our safety performance through hazard/risk reporting, incident reports, audits and inspections, safety meetings.

### Change Management

We organize change management meetings within the scope of IMS for changes that have a safety impact. We evaluate the changes and potential impacts in the safety meetings we hold periodically.

### Continuous Improvement of IMS

We follow our continuous improvement approach through internal assessments, internal and external audits by establishing our processes to identify the possible reasons for our safety performance that falls below EMS standards and to eliminate the reasons that cause this situation.

### Safety Incentive

As Turkish Aerospace, we aim to develop a positive safety culture and support it with safety incentives in order to achieve the safety targets we have set within the scope of the Safety Management System. We ensure the values, attitudes and behaviors that we see as the main components of our positive safety culture through technical competence supported by education and training, effective communication and information sharing. We are committed to providing the necessary resources for the development of a safety culture within our Company. We endeavor to establish a nationally and internationally recognized Safety Management System in the light of the strategies and policies we have determined in order to ensure that it is consistent, operable and effective in all aviation activities of our Company.

# SUSTAINABLE ECONOMIC VALUE

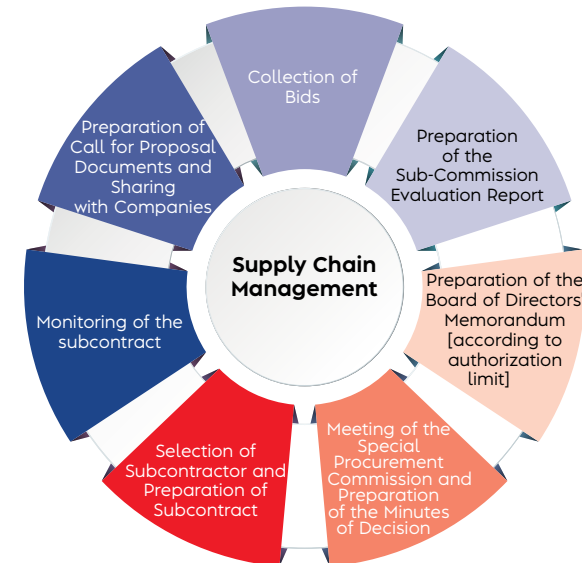
## OUR SUSTAINABLE SUPPLY CHAIN

“In The Selection and Evaluation Processes Of The Companies to Be Included In Our Supply Chain, We Consider the Criteria Of Quality System, Qualified Workforce, Technological Infrastructure And Financial Adequacy Within The Framework Of International Standards, As Well As Our Company’s Sustainability Goals and Policies.”

As Turkish Aerospace, we act in line with our sustainability approach that we follow in all our fields of activity while creating and managing our extensive supplier ecosystem. In the selection and evaluation processes of the companies to be included in our supply chain, we take into consideration the sustainability goals and policies of our Company, as well as the quality system, qualified workforce, technological infrastructure and financial competence criteria within the framework of international standards.

In all material, equipment and service purchases we make from domestic and foreign sources in line with the needs of our Company, we ensure the sustainability of material procurement by evaluating multiple sources and meeting our needs competitively, cost-effectively, in appropriate quality and at the right time in accordance with our Company’s procurement policy. In 2024, the number of approved foreign suppliers is 1,073, the number of approved domestic suppliers is 530, and the number of newly added suppliers is 219.

Supplier Selection Process: We receive bids from approved manufacturers for materials for which approved manufacturers are specified in the engineering documents of direct materials or on the platforms directed by them. In cases where the source of supply is not specified, we manage our bidding process according to the approved source lists of the main contractor Company of the program from which the material is purchased or our own approved source lists. In all our material, equipment and service procurements, we ensure the sustainability of material procurement by meeting our needs competitively, cost-effectively, with appropriate quality and at the right time by evaluating multiple sources in accordance with the procurement policy of Turkish Aerospace.



## SUBCONTRACTOR PERFORMANCE EVALUATION STUDIES

We evaluate the activities of subcontractors in terms of delivery, support and quality performance, and issue a “Company Performance Evaluation Report” on a Company basis at the end of each year.

In line with the basic criteria determined, we give points to the subcontractor company and determine their categories as Platinum, Gold, Silver, Bronze and Unsuccessful. In addition to category-based evaluations, we ensure that all issues that pose a risk or problem in terms of calendar, commercial or technical terms are notified to our procurement units and units that play an active role in the company selection stages through official correspondence.

We make sure that all our employees have equal information and risk awareness regarding the performance of Turkish Aerospace’s subcontractors. We take an inclusive approach by ensuring that subcontractor performance is monitored by all relevant departments in order to increase our effectiveness in the drafting and negotiation of future agreements and to manage our supplier selection process with the right decisions.



# SUSTAINABLE ECONOMIC VALUE

## OUR SUSTAINABLE SUPPLY CHAIN

### SUPPLY CHAIN RISK ASSESSMENT ACTIVITIES

We manage our supply chain risks in the Enterprise Risk Management System in accordance with the definition, scope and principles set out in our Risk Management Procedure. We carry out risk/opportunity assessments of raw material, semi-finished and finished product suppliers through our Supply Risk Assessment module in cooperation with our supply units under the categories of capacity, capability, financial competence, location/geographical location, IT infrastructure, physical infrastructure, industrial security, legal regulations, contract, supply chain (subcontractor), logistics, human resources, meeting requirements (analysis and technical documentation), single source.

We conduct capacity assessments for the production and design areas of our business partners and identify situations that may affect our activities. We check the capacities of our suppliers on a monthly basis or during work transfer processes with the help of the data entries they make through the Auxiliary Industry Portal. If we foresee bottlenecks in the medium and long term, we make risk entries and implement joint control and improvement plans with our suppliers.

While evaluating the technical competencies of our suppliers, we identify situations that may affect the activities carried out/to be carried out, situations that may affect information security by considering their IT infrastructure, and areas that may affect business continuity by examining their physical infrastructure.

We evaluate potential incidents that may occur in the locations of our suppliers, their industrial security, contracts, export options and logistics activities, their human resources, their capacity to meet customer and authority requirements, and most importantly, their single source status. We carry out the processes of identifying and defining risk categories with our procurement units and evaluate the risks of suppliers at Procurement Risk Assessment meetings. We carry out the evaluation of our working partners by dividing them into supply, subcontractor, subsystem and prototype risk groups.

In supply chain management, we monitor many indicators such as delivery performance, quality performance, supplier performance, delay time, number of repetitive errors, and take quality performance indicators into account in our risk assessments. In this context, we plan our activities to increase the performance of the auxiliary industry, subcontractors and suppliers, and we consider these activities as one of the important elements of the Company's strategy.

### AUXILIARY INDUSTRY PORTAL

We interact and exchange data with all our local suppliers online through our highly functional Auxiliary Industry Portal. Thanks to our Auxiliary Industry Portal, we ensure the sustainability of all the systems we use within the scope of Supply Chain Management and the integration with our suppliers.

- **Order Management:** We realize the tracking and management of all orders we open to our domestic suppliers through the portal.
- **Stock Management:** We manage all stock movements of the materials we provide and the materials in our suppliers' warehouses through the portal. In this way, we ensure that materials are used in the right quantities in production and prevent material waste.
- **Nonconformity Management and Technical Support:** We enable nonconformities occur during production to be reported through the portal, our quality and manufacturing units to examine the problems on an item basis, and to create a technical support request during the production process.
- **Capacity Management:** We make workload and capacity analysis by defining the workbench information and part routes used in our domestic companies on the portal.
- **Shipment Management:** We use and track the barcode system for all orders sent to our Company by our local suppliers. We manage the shipment process of products to be delivered from industrial zones in Ankara through the portal.

### DELIVERY PERFORMANCE EVALUATION

We evaluate our suppliers according to many metrics through monthly scorecards. We enable our suppliers to track their own performance metrics on the Auxiliary Industry Portal.

We can create quality, planning and technical analyzes with the data we obtain through the portal.



# SUSTAINABLE ECONOMIC VALUE

## OUR SUSTAINABLE SUPPLY CHAIN

### SUPPLY OF MATERIALS USED IN THE PRODUCT

Sustainability Through our Procurement Management System, we systematically manage supplier company information, procurement request processes, purchase order processes, and the receipt processes, which is the acceptance stage of the materials received by our Company. We also consider parameters such as the amount of energy consumption and annual maintenance cost that we request from companies while evaluating the offers.

### SUPPLIER AUDITS

We systematically monitor compliance with quality management system standards by auditing supplier companies. We cooperate with suppliers that meet our criteria and purchase products/services. We carry out controls within the plans and standards we have determined to maintain the quality level. At the points where problems are detected during the control phase, we ensure that supply quality standards are maintained by taking necessary actions on product and company basis.

### QUALITY PERFORMANCE INDICATORS

In the supply chain, we measure the quality performance of each of our suppliers by tracking the number of nonconforming products and corrective action activities performance indicators. We monitor the quality performance of our suppliers on a monthly basis and take immediate action if we observe a sudden negative change or negative trend in their performance ratings. We analyze errors and carry out supplier improvement and development activities to prevent their recurrence. We send our suppliers a monthly Quality Performance Scorecard containing their quality performance and relevant data.

### SUPPLIER NONCONFORMITY MANAGEMENT

A Non-Conformity Management portal has been created in order to notify our suppliers of the nonconformities detected and to carry out root cause analysis and corrective action studies more effectively. In order to determine the root cause of the error and contribute to the development of suppliers, we are in constant communication with our suppliers and continue our technical support in the production processes of our suppliers by ensuring coordination for Turkish Aerospace.

We prepared the "Supplier and Auxiliary Industry Companies Environmental Sustainability Assessment Questionnaire" within the scope of increasing the awareness of our supplier companies on sustainability and disseminating

sustainability activities in supplier companies. With this questionnaire, we analyze the sustainability performance of our companies and identify areas for improvement. In order to improve the environmental performance of auxiliary industry companies, we continue to audit their compliance with the environmental management system and identify areas for improvement.

### DISSEMINATION OF SUSTAINABILITY TO SUPPLIERS AND OUR DEVELOPMENT ACTIVITIES

By transferring the experiences gained within the scope of nonconformity management at one of our suppliers to our other suppliers, we prevent recurrence of nonconformities, share knowledge/experience between Turkish Aerospace and its suppliers, and strengthen communication with suppliers. In November 2024, we organized the Auxiliary Industry Summit, which was attended by all our auxiliary industry companies. Within the scope of this workshop, we held various panels to support the development of our companies. We also organized an interactive Q&A event where we answered the questions of our companies and shared our future projects and vision. In addition, we organized quality workshops for auxiliary industry companies to improve their quality processes. By actively participating in supplier days organized in different cities and regions of Türkiye, we established direct communication with our suppliers and further strengthened our cooperation. As part of our sustainable supply chain efforts, we transfer environmental requirements to our approved suppliers through our Framework Agreements. In this context, we consider compliance with environmental laws and regulations, ISO 14001 Environmental Management Certificate, if any, waste management, greenhouse gases, water use and measurement and Hazardous Material Safety requirements in environmental evaluation criteria. We have added sustainability criteria to our Supplier Selection Criteria within the scope of extending sustainability to suppliers.



# APPENDICES

## PERFORMANCE INDICATORS

### ENVIRONMENTAL PERFORMANCE INDICATORS

| Energy Consumption By Fuel Type |            |            |            |            |             |
|---------------------------------|------------|------------|------------|------------|-------------|
| Fuel Type                       | 2020       | 2021       | 2022       | 2023       | 2024        |
| Grid Electricity (kWh)          | 47,592,838 | 48,339,001 | 76,408,596 | 95,329,103 | 119,929,877 |
| Cogeneration Electricity (kWh)  | 65,643,401 | 75,570,804 | 59,475,284 | 64,796,499 | 53,274,681  |

| Amount of Savings                                    |        |        |        |        |        |
|--|--------|--------|--------|--------|--------|
| Electricity Savings                                  | 2020   | 2021   | 2022   | 2023   | 2024   |
| Compressed Air Savings (MWh)                         | -      | -      | -      | 201    | 346    |
| Lighting Automation (kWh)                            | 1,988  | 952    | -      | 514    | -      |
| Vapor Savings  | 2020   | 2021   | 2022   | 2023   | 2024   |
| Prevention of Steam Leaks (Ton)                      | -      | -      | -      | 315    | 1.419  |
| Cogen Secondary Energy Production                    | 2020   | 2021   | 2022   | 2023   | 2024   |
| Cogeneration Plant Secondary Energy Production (MWh) | 47,907 | 66,478 | 51,931 | 55,921 | 43,940 |

| Energy Intensity according to our production amount |      |      |      |      |      |
|---|------|------|------|------|------|
| Year  | 2020 | 2021 | 2022 | 2023 | 2024 |
| TOE/Number of Production                            | 0.22 | 0.18 | 0.07 | 0.05 | 0.06 |

\* Although our energy consumption increases, the decrease in our intensity is an indication that we use energy efficiently.

| * Energy Monitoring System Distribution |      |       |       |       |       |
|---|------|-------|-------|-------|-------|
| Year                                    | 2020 | 2021  | 2022  | 2023  | 2024  |
| Energy Analyzer                         | 613  | 1,081 | 1,223 | 1,583 | 1,712 |
| Calorimeter                             | 64   | 94    | 96    | 49    | 154   |
| Steam Meter                             | 25   | 33    | 34    | 11    | 67    |
| Flow meter                              | 3    | 11    | 11    | 127   | 11    |

\* Electricity consumption of 186 benches is monitored live.

# APPENDICES

## PERFORMANCE INDICATORS

### ENVIRONMENTAL PERFORMANCE INDICATORS

| Indicators Monitored through KSYS                                  |                          |                               |
|--|--------------------------|-------------------------------|
| Indicator/ Unit  | 2024 Target (Cumulative) | 2024 Realization (Cumulative) |
| Per Capita Water Consumption (m <sup>3</sup> )                     | 110                      | 100.21                        |
| Total Paper Consumption (units)                                    | 22,000,000               | 14,643,209                    |
| Number of Major Findings Written in External Audits (number)       | 0                        | 0                             |
| Environmental Risk Maturity Level (%)                              | 85                       | 94.6                          |
| Per Capita Greenhouse Gas Emissions (tons CO <sub>2</sub> /person) | 350                      | -                             |
| Amount of Recyclable and Recovered Waste Collection Rate (%)       | 95                       | 99.94                         |

| Per Capita Greenhouse Gas Emission Target and Realization Values |           |       |        |        |
|--|-----------|-------|--------|--------|
| Unit (tons CO <sub>2</sub> /person)                              | 2021      | 2022  | 2023   | 2024   |
| Realized   | 22.17     | 62.22 | 257.43 | -      |
| Target Value   | Base Year | 200   | 310    | 350.00 |

\* The study on Scope 1, Scope 2 and Scope 3 values has not been shared because it has not been completed.

| 2024 CDP Scores |                   |       |
|-----------------|-------------------|-------|
| Category        | Reporting Subject | Score |
| Total Score     | Water             | A-    |
| Total Score     | Climate Change    | B     |

| 2024 CDP Scores - Climate Change                       |                   |       |
|--|-------------------|-------|
| Reporting Category                                     | Reporting Subject | Score |
| Scope 3 Emissions                                      | Climate Change    | A     |
| Risks  | Climate Change    | A     |
| Opportunities  | Climate Change    | A     |
| Governance   | Climate Change    | A     |
| Context  | Climate Change    | B     |
| Scope 1 & Scope 2 Emissions                            | Climate Change    | B     |
| Business Strategy                                      | Climate Change    | A     |
| Dependencies, Impacts, Risks and Opportunities         | Climate Change    | A     |
| Targets  | Climate Change    | C     |
| Pricing Environmental External Considerations          | Climate Change    | A     |
| Energy   | Climate Change    | C     |
| Environmental Policies                                 | Climate Change    | A     |
| **Verification   | Climate Change    | C     |
| Emission Reduction Initiatives and Low Carbon Products | Climate Change    | A     |
| Public Policy Participation and Sectoral Cooperation   | Climate Change    | A     |
| Value Chain Management                                 | Climate Change    | A     |

\*\* An update is pending

| 2024 CDP Scores - Water                              |                   |       |
|--|-------------------|-------|
| Reporting Category                                   | Reporting Subject | Score |
| Water Accounting                                     | Water             | A-    |
| Value Chain Management                               | Water             | A     |
| Dependencies, Impacts, Risks and Opportunities       | Water             | A     |
| Opportunities  | Water             | A     |
| Environmental Policies                               | Water             | A-    |
| Water Pollution Management Procedures                | Water             | A     |
| Public Policy Participation and Sectoral Cooperation | Water             | A     |
| Risks  | Water             | A-    |
| Business Strategy                                    | Water             | A     |
| Targets  | Water             | B     |
| Governance   | Water             | A     |

# APPENDICES

## PERFORMANCE INDICATORS

### ENVIRONMENTAL PERFORMANCE INDICATORS

| Emisyon Kategorilerine İlişkin Bilgiler |                           |                           |                           |                           |
|---|---------------------------|---------------------------|---------------------------|---------------------------|
| Emission Categories*                    | 2021 (tCO <sub>2</sub> e) | 2022 (tCO <sub>2</sub> e) | 2023 (tCO <sub>2</sub> e) | 2024 (tCO <sub>2</sub> e) |
| Category 1 - Direct                     | 71,370                    | 78,746                    | 94,052                    | 88,332                    |
| Category 2 - Imported Energy            | 23,194                    | 33,645                    | 41,849                    | 53,009                    |

\* TUSAŞ solo emissions, excluding affiliates, subsidiaries and overseas branches, are included in the table. The relevant data is in the verification process.

| Information on our Treatment Plants |  |   |
|-------------------------------------|--|---|
| Facility                            | Capacity   | Details   |
| Drinking Water Treatment Plant      | 360 m <sup>3</sup> /hour water                                 | <ul style="list-style-type: none"> <li>We treat raw water from Çamlıdere and Kurtboğazi dams in our facility and provide drinking and utility water for the factory and lodging area.</li> </ul>  |
| Industrial Waste Pretreatment Plant | 28 m <sup>3</sup> /hour acid<br>7 m <sup>3</sup> /hour caustic | <ul style="list-style-type: none"> <li>We subject the wastewater from chemical process lines to pre-treatment in this facility. After the acidic and caustic wastewater from the storage tanks is treated in the reactors within the facility (reduction, neutralization, coagulation-flocculation, precipitation, dewatering stages), we send the treated top water to the Domestic Wastewater Treatment Plant. We send the sludge formed as a result of treatment to licensed incineration plants.</li> <li>We treat the cutting liquids (boron oil) formed on the benches in the production areas at the facility and send the water formed after the treatment process to the Domestic Wastewater Treatment Plant and the remaining oil to licensed companies for recycling.</li> </ul> |
| Domestic Wastewater Treatment Plant | 2,500 m <sup>3</sup> /day wastewater                           | <ul style="list-style-type: none"> <li>At the Domestic Wastewater Treatment Plant, we treat domestic wastewater and pre-treated industrial and process water from the factory site and lodgings.</li> <li>We also use the water treated at the plant as irrigation water. We discharge the wastewater treated at the plant to Ova Stream, meeting the limit values specified in Table 18.2 of the Water Pollution Control Regulation.</li> </ul>  |

| Water Consumption Data for 2016-2024                  |           |           |           |           |           |
|---|-----------|-----------|-----------|-----------|-----------|
| Drinking Water Treatment Plant                        | 2020      | 2021      | 2022      | 2023      | 2024*     |
| Total Raw Water Treated (m <sup>3</sup> )             | 1,374,600 | 1,485,460 | 1,529,700 | 1,692,310 | 1,828,490 |
| Water Consumption (m <sup>3</sup> )                   | 899,654   | 938,291   | 1,030,532 | 1,235,574 | 1,345,908 |
| Irrigation Water (Lodging Area)                       | 132,680   | 127,510   | 117,920   | 174,580   | 212,720   |
| Total Water Consumption (m <sup>3</sup> )             | 1,032,334 | 1,065,801 | 1,148,452 | 1,410,154 | 1,558,628 |
| Per Capita Water Consumption (m <sup>3</sup> /person) | 92.64     | 82.13     | 75.52     | 80.31     | 86.70     |

\* 2024 water consumption data has not yet been verified under the ISO14046 Water Footprint Standard.

| Domestic Wastewater Treatment Plant and Wastewater Recovery Data |         |         |         |         |         |
|--|---------|---------|---------|---------|---------|
| İçme Suyu Artırma Tesisi   | 2020    | 2021    | 2022    | 2023    | 2024    |
| Amount of Wastewater Treated (m <sup>3</sup> )                   | 287,440 | 320,868 | 378,138 | 298,878 | 321,929 |
| Amount of Treated Water Used in Irrigation (m <sup>3</sup> )     | 108,590 | 94,886  | 91,335  | 62,841  | 131,753 |
| Recovery Rate (%)  | 38%     | 30%     | 24%     | 21%     | 41%     |
| Amount of Treated Wastewater Per Capita (m <sup>3</sup> )        | 29.60   | 28.09   | 27.72   | 19.42   | 20.74   |

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## PERFORMANCE INDICATORS

### ENVIRONMENTAL PERFORMANCE INDICATORS

#### Our Gains in 2024 with Zero Waste Management System\*

| Waste Type | Storage Space Gain (m3) | Energy Saving (kWh) | Greenhouse Gas Emission Reduction (kg) | Saved Tree (pcs.) | Oil (barrel) | Raw Material Savings (tons) |
|------------|-------------------------|---------------------|--|-------------------|--------------|-----------------------------|
| Glass      | 69.32                   | 1,940.90            | 1,386.36                               | -                 | -            | 55.45                       |
| Paper      | 527.74                  | 865,485.40          | 37,363.64                              | 3,588.60          | -            | -                           |
| Plastic    | 456.40                  | 1,145,752.14        | 8,135.75                               | -                 | 3,234.46     | -                           |
| Metal      | 81.22                   | 17,381.51           | 2,572.03                               | -                 | -            | 35.20                       |

#### Green Flag League Criteria Gains Between 2020-2024

| Criteria   | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024* |
|--|-----------|-----------|-----------|------------|
| Participation Rate in Environmental Surveys                    | 19%       | 12%       | 10%       | 9%         |
| Environmental Awareness Level                                  | 87%       | 87%       | 92%       | 87%        |
| Setting Environmental Goals                                    | 56%       | 45%       | 32%       | 15%        |
| Environmental Information Forms                                | -         | -         | 19%       | 21%        |
| Number of Environmental Suggestions, Opinions and Improvements | 9%        | 13%       | 7%        | 5%         |
| Output Reduction   | -         | 53%       | 35%       | 52%        |
| Corporate Process Management System Entries                    | -         | 14%       | 23%       | 20%        |
| Evaluation of Findings in Environmental Audits                 | -         | 84%       | 94%       | 92%        |
| JIRA Finding Closure Rate                                      | -         | -         | 70%       | 79%        |
| Divert and Reuse Rate  | -         | -         | -         | 0.41%      |

\* Data are for the season studies between June 5, 2023 and June 5, 2024.

### SOCIAL PERFORMANCE INDICATORS

#### Total Number of Employees

| Year   | 2020  | 2021   | 2022   | 2023   | 2024   |
|--------|-------|--------|--------|--------|--------|
| Number | 9,711 | 11,424 | 13,570 | 15,385 | 15,524 |

#### Gender Distribution Number

| Year  | 2020  | 2021  | 2022   | 2023   | 2024   |
|-------|-------|-------|--------|--------|--------|
| Woman | 1,355 | 1,675 | 2,076  | 2,474  | 2,479  |
| Man   | 8,356 | 9,749 | 11,494 | 12,911 | 13,045 |

#### Number of Foreign Employees

| Year   | 2020 | 2021 | 2022 | 2023 | 2024 |
|--------|------|------|------|------|------|
| Number | 2    | 3    | 10   | 26   | 26   |

#### Number of Employees with Disabilities

| Year   | 2020 | 2021 | 2022 | 2023 | 2024 |
|--------|------|------|------|------|------|
| Number | 270  | 268  | 274  | 327  | 295  |

#### Number of Employees Recruited

| Year                 | 2020 | 2021  | 2022  | 2023  | 2024  |
|----------------------|------|-------|-------|-------|-------|
| Titles Above Manager | 8    | 12    | 10    | 4     | 3     |
| Titles Below Manager | 578  | 2,167 | 2,995 | 2,828 | 1,182 |

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## PERFORMANCE INDICATORS

### SOCIAL PERFORMANCE INDICATORS

| Number of Employees by Seniority Level |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Seniority                              | 2020  | 2021  | 2022  | 2023  | 2024  |
| 0 - 1 year                             | 548   | 2,081 | 2,854 | 2,664 | 1,046 |
| 1 - 3 years                            | 3,801 | 2,229 | 2,414 | 4,537 | 5,184 |
| 3 - 5 years                            | 1,414 | 2,849 | 3,393 | 1,921 | 2,138 |
| 5 - 10 years                           | 1,815 | 1,784 | 2,077 | 3,456 | 4,504 |
| 10 - 15 years                          | 1,360 | 1,504 | 1,672 | 1,583 | 1,554 |
| 15 + years                             | 773   | 977   | 1,160 | 1,224 | 1,098 |

| Number of Non-Employee Workers |      |      |       |       |       |
|--------------------------------|------|------|-------|-------|-------|
| Year                           | 2020 | 2021 | 2022  | 2023  | 2024  |
| Number                         | -    | -    | 8,367 | 4,851 | 4,627 |

| Number of Terminations |      |      |      |      |      |
|------------------------|------|------|------|------|------|
| Year                   | 2020 | 2021 | 2022 | 2023 | 2024 |
| Number                 | 11   | 39   | 101  | 200  | 118  |

| Number of Employees by Education Level |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Education Level                        | 2020  | 2021  | 2022  | 2023  | 2024  |
| Postgraduate                           | 1,821 | 2,095 | 2,131 | 2,325 | 2,250 |
| Undergraduate                          | 3,545 | 4,573 | 5,771 | 6,855 | 6,652 |
| Below Undergraduate                    | 4,345 | 4,756 | 5,668 | 6,205 | 6,622 |

| Year                    | 2020  | 2021  | 2022  | 2023  | 2024  |
|-------------------------|-------|-------|-------|-------|-------|
| Number of R&D Employees | 3,299 | 3,806 | 4,345 | 5,749 | 5,744 |

| Number of Employees in STEM Roles |       |       |       |       |       |
|-----------------------------------|-------|-------|-------|-------|-------|
| Year                              | 2020  | 2021  | 2022  | 2023  | 2024  |
| Woman                             | 811   | 1,092 | 1,451 | 1,768 | 1,760 |
| Man                               | 2,382 | 3,550 | 4,375 | 5,131 | 5,072 |

| Number / Ratio of Female Executives |      |      |      |      |      |
|-------------------------------------|------|------|------|------|------|
| Year                                | 2020 | 2021 | 2022 | 2023 | 2024 |
| Number                              | 138  | 93   | 99   | 118  | 121  |
| Ratio                               | 18%  | 19%  | 18%  | 20%  | 20%  |

| Labor Turnover Rate |       |       |       |       |       |
|---------------------|-------|-------|-------|-------|-------|
| Year                | 2020  | 2021  | 2022  | 2023  | 2024  |
| Ratio               | 3.74% | 4.69% | 6.89% | 6.87% | 6.75% |

| Number of Flexible Employees |       |
|------------------------------|-------|
| Year                         | 2024  |
| Number                       | 7,470 |

| Number of Employees by Generation |        |
|-----------------------------------|--------|
| Belt                              | 2024   |
| Baby                              | 20     |
| Generation X                      | 1,148  |
| Generation Y                      | 10,063 |
| Generation Z                      | 4,293  |

# APPENDICES

## PERFORMANCE INDICATORS

### SOCIAL PERFORMANCE INDICATORS

| Types and Numbers of Trainings                         |                       |
|--|-----------------------|
| Our Education Categories                               | Our Education Numbers |
| Number of Technical Trainings                          | 519                   |
| Number of Engineering Trainings                        | 163                   |
| PLM and Software Trainings                             | 83                    |
| Number of Personal Development Trainings               | 28                    |
| Number of Specialization Trainings                     | 55                    |
| Legal Obligation Trainings                             | 28                    |
| Number of Trainings Provided Through E-Training Method | 90                    |

| Training Durations and Our Number of Participants           |         |         |         |         |         |
|---|---------|---------|---------|---------|---------|
| Hours/Number  | 2020    | 2021    | 2022    | 2023    | 2024    |
| Total Training Hours  | 442,331 | 804,662 | 931,065 | 921,606 | 616,897 |
| Training Hours per Person                                   | 46.67   | 76.16   | 74.47   | 62.22   | 39.86   |
| Number of actual trainings (unique)                         | 649     | 737     | 835     | 844     | 801     |
| Number of Training Requests Met                             | 116,234 | 132,025 | 235,603 | 334,573 | 239,260 |
| Hours of Training Provided to Affiliates and Subcontractors | 1,240   | 14,849  | 7,227   | 13,151  | 14,986  |
| Number of Participants from Affiliates and Subcontractors   | -       | -       | -       | 1.890   | 713     |

| Total Duration of Training Received by Our Employees |                           |
|--|---------------------------|
| Title Group  | Training Hours per Person |
| Technician   | 50.53                     |
| Engineer   | 37.02                     |
| Expert   | 22.21                     |
| Manager  | 21.19                     |
| Other  | 16.92                     |

| Environmental and OHS Trainings  |                      |
|--|----------------------|
| Training Name  | Total Training Hours |
| General Environmental Awareness and Turkish Aerospace Environmental Management System Training | 10,041               |
| ISO 14001 Environmental Management System and Environmental Information Forms                  | 8,568                |
| Energy Efficiency Awareness and Energy Management System Familiarization                       | 7,492                |
| Transportation of Dangerous Goods by Road  | 3,776                |
| ISO 14064:2018 Greenhouse Gas Emissions and Corporate Carbon Footprint Information Training    | 1,253                |
| Dangerous Goods Acceptance, Unloading and Loading Operations                                   | 150                  |
| Transportation of Explosive Substances   | 36                   |

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## PERFORMANCE INDICATORS

### SOCIAL PERFORMANCE INDICATORS

| OHS Trainings  |       |       |       |        |       |
|--|-------|-------|-------|--------|-------|
| Training Name  | 2020  | 2021  | 2022  | 2023   | 2024  |
| ISO 45001 Occupational Health and Safety Management System Awareness Training* | -     | -     | 1,110 | 10,366 | 1,789 |
| First Aid Training   | 41    | 230   | 386   | 440    | 463   |
| Hearing Protection Training  | 278   | 338   | 461   | 500    | 263   |
| Safety and Health Training in Confined Spaces                                  | 31    | 32    | 35    | 78     | 54    |
| Respiratory Protective Devices Training  | 2,134 | 1,379 | 1,672 | 806    | 1,013 |
| Basic Occupational Health and Safety Training                                  | 1,469 | 5,056 | 2,734 | 10,626 | 5,113 |
| Safe Use and Storage of Hazardous Chemicals Training                           | 128   | 3,693 | 1,614 | 736    | 308   |
| Training on OHS Requirements for Non-TUSAŞ Assignments*                        | -     | -     | -     | 4,084  | 6,052 |
| Work at Height Training  | 82    | 108   | 170   | 169    | 117   |

\* ISO 45001 Occupational Health and Safety Management System Awareness Training started to be organized in 2022 and OHS Requirements for Non-TUSAŞ Assignments in 2023.

### ECONOMIC PERFORMANCE INDICATORS

| Number of R&D Projects                                      |      |      |      |      |      |
|---|------|------|------|------|------|
| Year  | 2020 | 2021 | 2022 | 2023 | 2024 |
| Number of Completed R&D Projects                            | 156  | 165  | 168  | 184  | 211  |
| Number of Completed R&D Projects Financed by External Funds | 27   | 29   | 29   | 31   | 33   |
| Number of Equity Financed R&D Projects Completed            | 129  | 136  | 139  | 153  | 178  |
| Number of Ongoing R&D Projects                              | 89   | 102  | 114  | 116  | 107  |
| Number of Ongoing R&D Projects Financed by External Funds   | 30   | 33   | 35   | 41   | 56   |
| Number of Ongoing R&D Projects Financed by Equity           | 59   | 69   | 79   | 75   | 51   |

| Classes of Ongoing Equity R&D Projects      |      |      |      |      |      |
|---|------|------|------|------|------|
| Year  | 2020 | 2021 | 2022 | 2023 | 2024 |
| Conceptual Design and Development Project   | 18   | 21   | 33   | 35   | 17   |
| Research and Technology Development Project | 22   | 23   | 22   | 19   | 26   |
| Technology Center Projects                  | 19   | 25   | 24   | 21   | 8    |

| Metric                                      |               |             |              |              |              |
|---|---------------|-------------|--------------|--------------|--------------|
| Year  | 2020          | 2021        | 2022         | 2023         | 2024         |
| Total R&D Expenditure (₺)                   | 2.6 billion   | 4.3 billion | 12.5 billion | 28.1 billion | 51.4 billion |
| Total R&D Expenditure / Revenue (%)         | 40.50         | 35.55       | 48.6         | 49.6         | 50.9         |
| Equity Funded R&D Expenditure (₺)           | 712.2 million | 1.2 billion | 3.3 billion  | 6 billion    | 7.9 billion  |
| Equity Funded R&D Expenditure / Revenue (%) | 10.9          | 10.42       | 12.9         | 10.61        | 7.9          |

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## GRI CONTENT INDEX

| GRI Standard                       | Explanations  | Place   |
|------------------------------------|---|---|
| <b>Corporate Profile</b>           |   |   |
|                                    | 2-1 Organization details  | About the Report, Our Organizational Structure / Partnership Structure, Turkish Aerospace at a Glance   |
|                                    | 2-2 Organizations included in sustainability reporting                          | About the Report  |
|                                    | 2-3 Reporting period, frequency and contact point                               | About the Report, <a href="mailto:surdurulebilirlik@tai.com.tr">surdurulebilirlik@tai.com.tr</a>  |
|                                    | 2-4 Restatement of information  | There is no restated statement.   |
|                                    | 2-5 External audit  | Independent Limited Assurance Report  |
|                                    | 2-6 Activities, value chain and other business relationships                    | Our Fields of Activity  |
|                                    | 2-7 Employees   | Our Value Adding Human Resources, Performance Indicators  |
|                                    | 2-8 Non-employee workers  | Social Performance Indicators   |
| <b>GRI 2: General Remarks 2021</b> | 2-9 Management structure and composition  | Our Organizational Structure, Committees and Sustainability Governance  |
|                                    | 2-10 Appointment and election of the highest governing body                     | <a href="#">Our Committees and Sustainability Governance</a>  |
|                                    | 2-11 Chairman of the highest governing body                                     | <a href="https://www.tusas.com/en/corporate/management">https://www.tusas.com/en/corporate/management</a>   |
|                                    | 2-12 Role of the highest governing body in overseeing the management of impacts | Our Strong Sustainability Performance, Committees and Sustainability Governance   |
|                                    | 2-13 Delegation of responsibility for managing impacts                          | Our Strong Sustainability Performance, Committees and Sustainability Governance   |
|                                    | 2-14 Role of the highest governing body in sustainability reporting             | Our Committees and Sustainability Governance  |
|                                    | 2-15 Conflicts of interest  | Our Ethical Principles, <a href="https://www.tusas.com/en/corporate/about-us">https://www.tusas.com/en/corporate/about-us</a> , <a href="https://www.tusas.com/kurumsal/hakimizda/etik-ilkelerimiz">https://www.tusas.com/kurumsal/hakimizda/etik-ilkelerimiz</a> |

| GRI Standard                       | Explanations   | Place  |
|------------------------------------|--|--|
|                                    | 2-16 Communication of critical issues                            | Our Committees and Sustainability Governance   |
|                                    | 2-17 Collective knowledge of the highest governing body          | <a href="https://www.tusas.com/en/corporate/management">https://www.tusas.com/en/corporate/management</a>                                |
|                                    | 2-18 Evaluation of the performance of the highest governing body | Our Committees and Sustainability Governance   |
|                                    | 2-19 Remuneration policies                                       | <a href="#">Remuneration Policy, Comprehensive social rights for all employees, Global equality, diversity and inclusiveness.</a>        |
|                                    | 2-20 The process of determining the fee                          | <a href="#">Our Pricing Policy</a>   |
|                                    | 2-21 Annual total compensation rate                              | This information is not shared for confidentiality reasons.  |
|                                    | 2-22 Statement on sustainable development strategy               | Message from the Management, Our Committees and Sustainability Governance, Our Mission, Our Vision, Our Values, Our Sustainability Goals |
| <b>GRI 2: General Remarks 2021</b> | 2-23 Policy commitments  | Message from the Management, Our Sustainability Journey  |
|                                    | 2-24 Deployment of policy commitments                            | Our Committees and Sustainability Governance   |
|                                    | 2-25 Processes for correcting adverse effects                    | Corporate Governance, Risk Management, Process Management, Our Stakeholder Map and Stakeholder Communication                             |
|                                    | 2-26 Mechanisms for seeking advice and raising concerns          | Our Committees and Sustainability Governance, Our Ethics Board and Ethics Line   |
|                                    | 2-27 Compliance with laws and regulations                        | No penalties were received for non-compliance with laws and regulations during the reporting period.                                     |
|                                    | 2-28 Membership associations                                     | Our Memberships and Organizations We Support   |
|                                    | 2-29 Stakeholder engagement approach                             | Our Stakeholder Map, Our Stakeholder Communication   |
|                                    | 2-30 Collective labor agreements                                 | There is no collective bargaining practice within our Company.   |

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## GRI CONTENT INDEX

| GRI Standard                              | Explanations  | Place   |
|---|---|---|
| <b>Priority Topics</b>                    |   |   |
| <b>GRI 3: Priority Topics 2021</b>        | 3-1 Process of determining priority issues                                    | Our Sustainability Goals  |
|   | 3-2 List of priority issues   | Our Sustainability Goals  |
| <b>Economic Performance</b>               |   |   |
| <b>GRI 3: Priority Topics 2021</b>        | 3-3 Management of priority issues   | Our Sustainability Goals  |
| <b>GRI 201: Economic Performance 2016</b> | 201-1 Direct economic value produced and distributed                          | Performance Indicators  |
|   | 201-2 Financial impacts and other risks and opportunities from climate change | Our Environmental Management and Climate Change Practices, Risk Management  |
| <b>Supply chain management</b>            |   |   |
| <b>GRI 3: Priority Topics 2021</b>        | 3-3 Management of priority issues   | Our Sustainable Supply Chain, <a href="https://www.tusas.com/kurumsal/tedarik-musteri">https://www.tusas.com/kurumsal/tedarik-musteri</a> |
| <b>Energy and Emission Management</b>     |   |   |
| <b>GRI 3: Priority Topics 2021</b>        | 3-3 Management of priority issues   | Our Energy Management   |
|   | 302-1 Energy consumption within the organization                              | Environmental Management and Climate Change Activities  |
| <b>GRI 302: Energy 2016</b>               | 302-4 Reducing energy consumption   | Environmental Management and Climate Change Activities  |
| <b>Water Management</b>                   |   |   |
| <b>GRI 3: Priority Topics 2021</b>        | 3-3 Management of priority issues   | <a href="#">Environmental Management and Climate Change Activities</a>  |

| GRI Standard                              | Explanations  | Place   |
|---|---|---|
| <b>GRI 303: Water and Wastewater 2018</b> | 303-1 Interactions with water as a common resource  | Environmental Management and Climate Change Activities, <a href="https://www.tusas.com/en/corporate/vision-mission">https://www.tusas.com/en/corporate/vision-mission</a> |
|   | 303-2 Management of water discharge impacts   | Environmental Management and Climate Change Activities, <a href="https://www.tusas.com/en/corporate/vision-mission">https://www.tusas.com/en/corporate/vision-mission</a> |
|   | 303-3 Water Draft   | Environmental Management and Climate Change Activities, <a href="https://www.tusas.com/en/corporate/vision-mission">https://www.tusas.com/en/corporate/vision-mission</a> |
|   | 303-4 Water Discharge   | Environmental Management and Climate Change Activities, <a href="https://www.tusas.com/en/corporate/vision-mission">https://www.tusas.com/en/corporate/vision-mission</a> |
|   | 303-5 Water Consumption   | Environmental Management and Climate Change Activities, <a href="https://www.tusas.com/en/corporate/vision-mission">https://www.tusas.com/en/corporate/vision-mission</a> |
| <b>Biodiversity</b>                       |   |   |
| <b>GRI 3: Priority Topics 2021</b>        | 3-3 Management of priority issues   | Our Respect for Biodiversity  |
| <b>GRI 304: Biodiversity 2016</b>         | 304-1 Owned, leased or managed operating sites within or adjacent to protected areas and areas of high biodiversity value outside protected areas | Our Respect for Biodiversity  |
| <b>Our Environmental Approach</b>         |   |   |
| <b>GRI 3: Priority Topics 2021</b>        | 3-3 Management of priority issues   | Our Environmental Management and Climate Change Practices   |
|   | 305-1 Direct (Scope 1) Greenhouse Gas Emissions   | Our Environmental Management and Climate Change Practices   |
|   | 305-2 Energy Indirect (Scope 2) Greenhouse Gas Emissions  | Our Environmental Management and Climate Change Practices   |
| <b>GRI 305: Emissions 2016</b>            | 305-5 Reduction of Greenhouse Gas Emissions   | Our Environmental Management and Climate Change Practices   |

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## GRI CONTENT INDEX

| GRI Standard                                 | Explanations  | Place  |
|--|---|--|
| <b>Waste Management</b>                      |   |  |
| <b>GRI 3: Priority Topics 2021</b>           | 3-3 Management of priority issues   | Our Environmental Management and Climate Change Activities |
| <b>GRI 306: Waste 2020</b>                   | 306-1 Waste generation and significant waste-related impacts  | Our Environmental Management and Climate Change Activities |
|  | 306-2 Management of significant waste-related impacts   | Our Environmental Management and Climate Change Activities |
|  | 306-3 Waste produced  | Our Environmental Management and Climate Change Activities |
|  | 306-5 Disposed waste  | Our Environmental Management and Climate Change Activities |
| <b>GRI 3: Priority Topics 2021</b>           | 3-3 Management of the priority issue  | Our Environmental Management and Climate Change Activities |
| <b>Occupational Health and Safety</b>        |   |  |
| <b>GRI 3: Priority Topics 2021</b>           | 3-3 Management of priority issues   | <a href="#">Occupational Health and Safety</a>             |
| <b>GRI 403: İş Sağlığı ve Güvenliği 2018</b> | 403-1 Occupational health and safety management system  | <a href="#">Occupational Health and Safety</a>             |
|  | 403-2 Hazard identification, risk assessment and incident investigation                                     | <a href="#">Occupational Health and Safety</a>             |
|  | 403-3 Occupational health services  | <a href="#">Occupational Health and Safety</a>             |
|  | 403-4 Worker participation in OSH processes, consultation and communication methods                         | <a href="#">Occupational Health and Safety</a>             |
|  | 403-5 Worker training on occupational health and safety   | <a href="#">Occupational Health and Safety</a>             |
|  | 403-6 Promotion of occupational health  | <a href="#">Occupational Health and Safety</a>             |
|  | 403-7 Prevention and reduction of occupational health and safety impacts directly related to work relations | <a href="#">Occupational Health and Safety</a>             |
|  | 403-8 Workers covered by the occupational health and safety management system                               | <a href="#">Occupational Health and Safety</a>             |
|  | 403-9 Work-related injuries   | <a href="#">Occupational Health and Safety</a>             |
|  | 403-10 Work-related illness   | <a href="#">Occupational Health and Safety</a>             |

| GRI Standard   | Explanations  | Place   |
|--|---|---|
| <b>Career and Talent Management</b>                  |   |   |
| <b>GRI 3: Priority Topics 2021</b>                   | 3-3 Management of priority issues   | <a href="https://career.tusas.com/">https://career.tusas.com/</a>   |
| <b>GRI 404: Education and Training 2016</b>          | 404-1 Average hours of training per employee per year   | Our Academy Activities  |
|  | 404-2 Talent management and learning programs that support employee development               | Our Value Adding Human Resources  |
|  | 404-3 Percentage of employees who receive regular performance and career development reviews  | Our Value Adding Human Resources and Academy Activities   |
| <b>Equal Opportunity and Diversity</b>               |   |   |
| <b>GRI 3: Priority Topics 2021</b>                   | 3-3 Management of priority issues   | Reverse Brain Drain, Global Equality, Diversity and Inclusion   |
| <b>GRI 405: Diversity and Equal Opportunity 2016</b> | 405-1 Diversity of governing bodies and employees   | Reverse Brain Drain, Global Equality, Diversity and Inclusion   |
| <b>Product Quality and Safety</b>                    |   |   |
| <b>GRI 3: Priority Topics 2021</b>                   | 3-3 Management of the priority issue  |   |
| <b>GRI 416: Customer Health and Safety 2016</b>      | 416-1 Assessment of health and safety impacts of product and service categories               | <a href="#">Our Quality Management</a>  |
| <b>Information Security</b>                          |   |   |
| <b>GRI 3: Priority Topics 2021</b>                   | 3-3 Management of priority issues   | <a href="https://www.tusas.com/kurumsal/vision-mission">https://www.tusas.com/kurumsal/vision-mission</a>                                   |
| <b>GRI 418: Customer Privacy 2016</b>                | 418-1 Substantiated complaints regarding breach of customer privacy and loss of customer data | Information Technologies, <a href="https://www.tusas.com/en/corporate/vision-mission">https://www.tusas.com/en/corporate/vision-mission</a> |

# APPENDICES

## GRI CONTENT INDEX

| GRI Standard                     | Explanations                      | Place  |
|----------------------------------|-----------------------------------|--|
| <b>Technology and Innovation</b> |                                   |  |
| GRI 3: Priority Topics 2021      | 3-3 Management of priority issues | Technology and Innovation, <a href="https://career.tusas.com/">https://career.tusas.com/</a> , <a href="https://www.tusas.com/en/innovation-and-technology/innovation-and-technology">https://www.tusas.com/en/innovation-and-technology/innovation-and-technology</a> , <a href="https://www.tusas.com/en/innovation-and-technology/technology-roadmap">https://www.tusas.com/en/innovation-and-technology/technology-roadmap</a> , <a href="https://www.tusas.com/en/innovation-and-technology/technology-centers">https://www.tusas.com/en/innovation-and-technology/technology-centers</a> |
| <b>R&amp;D Management</b>        |                                   |  |
| GRI 3: Priority Topics 2021      | 3-3 Management of priority issues | Our R&D Management, <a href="https://usi-arge.tusas.com/">https://usi-arge.tusas.com/</a> , <a href="https://www.tusas.com/en/innovation-and-technology/self-sourced-r-d-projects">https://www.tusas.com/en/innovation-and-technology/self-sourced-r-d-projects</a>  |
| <b>Patent</b>                    |                                   |  |
| GRI 3: Priority Topics 2021      | 3-3 Management of priority issues | Our Patent Engineering   |
| <b>Localization</b>              |                                   |  |
| GRI 3: Priority Topics 2021      | 3-3 Management of priority issues | Our Localization Activities  |
| <b>Information Technologies</b>  |                                   |  |
| GRI 3: Priority Topics 2021      | 3-3 Management of priority issues | Our Information Technologies, <a href="https://www.tusas.com/en/corporate/vision-mission">https://www.tusas.com/en/corporate/vision-mission</a>  |
| <b>Quality</b>                   |                                   |  |
| GRI 3: Priority Topics 2021      | 3-3 Management of priority issues | Our Quality Management, <a href="https://www.tusas.com/en/corporate/vision-mission">https://www.tusas.com/en/corporate/vision-mission</a>  |
| <b>Safety</b>                    |                                   |  |
| GRI 3: Priority Topics 2021      | 3-3 Management of priority issues | Our Aviation Safety, <a href="https://www.tusas.com/en/corporate/vision-mission">https://www.tusas.com/en/corporate/vision-mission</a>   |





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