



# EMPOWER

YOUR FUTURE

**2023**  
SUSTAINABILITY  
REPORT



# WE REACH ALL CORNERS OF THE WORLD WITH OUR WINGS FOR A SUSTAINABLE FUTURE.

In the 100th anniversary of our Republic and the 50th anniversary of the Turkish Aerospace, we continue to experience the excitement of firsts and to be a value followed not only by our country but also by the world with the development of our unique products. With our products that pioneer innovative technologies, we continue the global rise of our achievements in the aviation and space ecosystem.

In line with our mission and vision, we strive to offer innovative, sustainable and unique products.

We are shaping the future of technology, innovation, defense and aviation with our aim to become a global brand in the field of aerospace and aerospace with global competitiveness and leading technology. We continue to add new applications to our 50-year heritage with our structure focused on new discoveries and

end-to-end original designs. We are spreading our wings towards a sustainable future with our products that are the source of pride

for our country, our competent human resources and our valuable stakeholders.

\*TOTAL SALES:  
**£63.6 BILLION**

# WE ARE WORKING WITH ALL OUR STRENGTH TO REALIZE OUR DREAMS BY SHAPING OUR FUTURE.

With our projects that will reduce our country's dependence on foreign sources in the defense industry, we are carrying out pioneering sustainable practices in aviation. As Turkish Aerospace, we work for the values of our country and continue to add sustainable value.

While designing our future with our pioneering developments, we carry out our activities with the awareness of leaving a more sustainable and greener environment to our planet and future generations. We achieve significant success in environmental issues such as protecting our natural resources, energy efficiency, zero waste and

recycling. We always focus on the best and crown our activities with awards. With our Zero Liquid Discharge in the Aviation Industry project, we won the "Global Green World Awards 2023" award in the Water Management category.

We are working with all our strength to realize our dreams with the efforts of our valuable employees, the support of our valuable stakeholders and the trust of our state.

**"GLOBAL GOLD AWARD"**  
IN GREEN WORLD AWARDS  
WATER MANAGEMENT CATEGORY



# WE PROTECT OUR GREEN AND NATURE WITH OUR INNOVATIVE PROJECTS AND SUSTAINABILITY APPROACH.

We adopt a responsible production approach in our operations and continue to protect our world with innovative solutions. While creating products that create added value for our country and our world, we are also working hard to contribute to a greener and more sustainable future.

We carry out activities and projects in line with our journey to achieve a greener environment and protect our nature. With the Zero Liquid Discharge system, which is one of these projects and is the first high-capacity facility in Türkiye, we reduce our energy consumption while also reducing our carbon footprint. This year, to mark the 50th anniversary of our Company and to emphasize the importance we

attach to recycling, we created the swallow that inspired our logo from the metal waste in our company and left a souvenir on our campus. In the Zero Waste Project journey we started, we became the first company in Türkiye to be awarded the Basic Level Zero Waste Certificate among industrial organizations.

We are taking firm steps towards protecting green and nature by continuing our projects that add sustainable value in the efficient use of resources and recycling.

*THE FIRST COMPANY IN  
TÜRKİYE TO RECEIVE THE BASIC LEVEL  
**ZERO WASTE CERTIFICATE**  
AMONG INDUSTRIAL ENTERPRISES*



# WE EMPOWER OUR CHILDREN, YOUTH AND FUTURE GENERATIONS.

As the Turkish Aerospace family, we continue to strengthen our strength with thousands of employees. For sustainable human resources management, we are implementing projects to add highly qualified human resources to our country and the values of Turkish Aerospace. In 2023, we graduated approximately 500 engineers within the scope of our “Engineer Development Program”.

We offer training and development opportunities for our employees, our most valuable asset, and we carry out activities to increase the belonging of each of our employees. As a global actor in the aerospace industry, we continue to produce cutting-edge technology and implement sustainable practices without slowing down thanks to the values added by our employees. We continue to add strength to our planet and our country with our human-centered progress approach and the power we receive from our employees.

We continue to add strength to our planet and our country with our human-centered progress approach and the power we receive from our employees.

TOTAL NUMBER OF  
EMPLOYEES:

**\*15,385**

TOTAL TRAINING  
HOURS:

**807,094**



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# ABOUT THE REPORT

With our 2023 Sustainability Report, which we published for the third time this year as Turkish Aerospace, we aim to share our activities in the economic, environmental and social fields in line with our sustainability vision with our stakeholders based on participatory, open and transparent management principles.

With this report, prepared in accordance with GRI Standards, we share with you the developments in the economic, social and environmental fields that closely concern the agenda of both Türkiye and the world, and the activities carried out by Turkish Aerospace in 2023 in light of these developments.

You can send your questions, feedback and suggestions regarding the Turkish Aerospace 2023 Sustainability Report, prepared in Turkish and English, to the address below.

[surdurulebilirlik@tai.com.tr](mailto:surdurulebilirlik@tai.com.tr)



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

Dear Stakeholders,

As the precious Company of our country, Turkish Aerospace, TUSAŞ, we continue to contribute to sustainable growth in the field of defense and aerospace with our unique products and our development-oriented approach that puts people at the center.

We are being supportive in the training of engineers and technicians who will make our country proud on the road to our goals, and we continue to invest in people, which we consider to be the most important resource, and therefore in our future.

While we are taking firm steps towards becoming one of the world's top ten companies in the aerospace industry, we also care about the impact we leave on the earth in a way that prevents the waste of natural resources. We aim to benefit society and a greener future by focusing on sustainability awareness in our operations. We protect our natural resources with our zero-waste-based approach, and continue to take remedial steps by being more sensitive to the environment and ecosystem in areas such as energy efficiency, recycling and reducing our carbon emissions. We determine our sustainability strategies, policies and short-,

medium- and long-term sustainability goals and continue to implement improvement projects that will increase our sustainability performance.

With half a century of experience, we bring significant achievements to our country in the field of aerospace. In line with fairness, transparency, accountability and responsibility, we fulfill our activities in accordance with the interests of the right holders and the public. We attract financial resources and competent human resources to our Company in compliance with Corporate Governance principles, and we create long-term economic gains for our shareholders with our efficient business management. With our Corporate Risk Management Policy, we aim to contribute to corporate sustainability by proactively managing all kinds of opportunities and threats that we may encounter within the activities we carry out to achieve our strategic goals.

## Strong Governance Approach

As the 58th largest defense industry company in the world, we continue to make a difference and grow profitably with our global operations. We continue to attract the world's attention with our ever-increasing capabilities and the innovative technologies we have developed. We continue to develop our wide range of products according to the most up-to-date requirements in the global market. As a result



Board of Directors  
**Ömer Cihad VARDAN**



President and CEO  
**Dr. Mehmet DEMİROĞLU**

of our activities carried out with this vision, we close the year 2023 with a turnover of approximately \*63.6 billion TL, and we continue to be among the top 100 aerospace industry companies in the world with over 15 thousand employees. With nearly 6 thousand R&D employees and R&D expenditures amounting to approximately TL 28.2 billion, we ranked first in the R&D 250 list announced by Turkishtime. We have achieved significant success in the field of exports with our international activities. We signed new collaborations to add new ones to our export achievements. On this occasion, we have consolidated our place among Türkiye's export leaders. We have contributed to the awareness of our Company and our activities by hosting high-level civilian and military delegations from many countries around the world.

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

## Environmental Approach

As Turkish Aerospace- TUSAŞ, we integrate the Sustainable Development Goals into our business processes by considering the principles of responsible production, value creation, environmental protection, continuous transformation and improvement. Within the framework of our environmental sustainability policies and continuous improvement principle, we contribute to the prevention of environmental pollution by reducing our environmental impacts in all our processes in accordance with our legal and environmentally sensitive approach. We support the fight against environmental and climate change and manage our operations with our environmentally sensitive high technology, valuable human resources and strong know-how.

In line with our country's 2053 commitment to net zero emission target, we, as Turkish Aerospace- TUSAŞ, continue our efforts and investments on climate change without slowing down. With our environmental sustainability policies, we ensure the prevention of pollution by reducing environmental impacts in all processes in accordance with legal and other requirements within the framework of the principle of continuous improvement. We carry out our policy to contribute to environmental

sustainability by taking into account the fight against climate change. We continued to reduce our carbon footprint and carbon emissions and increase our recycling rate. We contribute to our company's sustainable clean energy policy with our investments that prioritize energy savings. We are currently the first company among industrial organizations in Türkiye to receive the Basic Level Zero Waste Certificate issued by the Ministry of Environment, Urbanization and Climate Change. On the other hand, we received the "Global Gold" award in the Water Management category of the Green World Awards 2023, one of the most prestigious environmental awards in the world. As the first company affiliated with the Turkish Armed Forces Foundation (TAFF) to hold the ISO 50001 Energy Management System Certificate, we continue to make investments centered on energy efficiency.

## Strong Human Resources

We have established our Human Resources Policy in line with bringing highly qualified human resources to our country and our organization. With our Human Resources Policy, we care about maintaining the belonging to the corporate culture and aim to contribute to the development of our employees. With 15,385 employees this year,

we are among Türkiye's largest technology companies providing employment. We provided an average of 52 hours of training per person in 2023 under the roof of the Academy operating within our Company, which focuses on professional development. As a company that produces with high technology, we care about utilizing technology in our human resources processes. We attach importance to inclusiveness and equal opportunity in our employment policies and give value and opportunity to both the new generation and experienced candidates. As a result of the utmost importance, we attach to Occupational and Health and Safety issues in our ever-growing family, we continue our important work for the physical and occupational safety of our colleagues.

We have carried out many projects that provide value to our employees and society with the Elini Uzat Association, which started its activities collectively in 2019 and won association practices in 2023. With the association, we aimed to systematize the processes, provide legal and institutional assurance, and carry out longer-lasting and permanent social activities.

We would like to express our gratitude to our colleagues who have contributed to all our activities with the aim of empowering the future of aviation in our country.

# TURKISH AEROSPACE AT A GLANCE

## MISSION, VISION AND VALUES



### Mission

To provide innovative, sustainable and unique solutions that will serve the strategic objectives of our country and empower our national and global stakeholders in the field of defence and aerospace.



### Vision

To become a technology pioneer and a global brand in aerospace industry with our unique products and competitive advantage.



### Honesty and Trustworthy

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



### Productive

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.



### Technology Driven and Innovative

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



### Lifelong Learner

We follow global and sectoral developments and pioneer 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. In this direction, we protect our natural resources, we are sensitive to the environment and ecosystem in areas such as energy efficiency, zero waste, recycling, 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, national and international customers, take customer orientation as a basis, contribute to the development of all our stakeholders and run to our goals together.



# TURKISH AEROSPACE AT A GLANCE

## MILESTONES

**28.06  
1973**



**Türk Uçak Sanayii Anonim Ortaklığı (TUSAŞ) kuruldu.**  
Turkish Aircraft Industry Corporation was founded.

**1983**

Türk ve ABD Savunma Bakanları tarafından F-16 ortak yapım anlaşması açıklandı.  
F-16 joint production agreement was announced by the Turkish and U.S. Defense Ministers.



**1992**

İlk CN-235 uçağı Türk Hava Kuvvetlerine teslim edildi.  
The first CN-235 aircraft was delivered to Turkish Air Force.



**2003**

Özgün İHA Sistemi Pelikan'ın ilk uçuşu gerçekleştirildi.  
The first flight of the indigenous UAV System Pelikan was conducted.



**2006**

İlk eğitim uçağına "HÖRKÜŞ" adı verildi.  
The first trainer aircraft was named "HÖRKÜŞ".



**2011**

T129 ATAK helikopterinin ilk uçuşu gerçekleştirildi.  
T129 ATAK helicopter performed its first flight.



**2012**

GÖKTÜRK-2 uydusu uzaya fırlatıldı.  
GÖKTÜRK-2 satellite was launched into space.



**2013**

HÖRKÜŞ'ün ilk uçuşu gerçekleştirildi.  
HÖRKÜŞ performed its first flight.



**2017**

HÖRKÜŞ-C ilk atış gösterimini tamamladı.  
HÖRKÜŞ-C completed the first firing demonstration.



**15.05  
1984**

**TAI**

TUSAŞ ve General Dynamics ortaklığı ile, TUSAŞ Havacılık ve Uzay Sanayii A.Ş. (TAI) kuruldu.  
TUSAŞ Aerospace Industries Inc. (TAI) was founded in partnership with TUSAŞ and General Dynamics.



**1988**

TAI'de üretilen ilk F-16 Türk Hava Kuvvetlerine teslim edildi.  
The first F-16 produced by TAI was delivered to Turkish Air Force.



**1998**

Cougar helikopterlerinin üretim faaliyetlerine başlandı.  
Production activities for Cougar helicopters started.



**2005**

TAI'nin yabancı hissedari Türk hissedarlar tarafından satın alınarak TAI ve TUSAŞ, TUSAŞ - Türk Havacılık ve Uzay Sanayii A.Ş. çatısı altında birleşti.  
TAI was restructured with the acquisition of foreign shares by Turkish shareholders. TUSAŞ and TAI have merged under the roof of TAI - Turkish Aerospace Industries, Inc.

**TAI**



**2007**

İlk uydü tasarımı faaliyetlerine başlandı.  
Design operations for the first satellite started.



**2010**

ANKA İnsansız Hava Aracı sistemi'nin ilk uçuşu gerçekleştirildi.  
ANKA Unmanned Aerial Vehicle System performed its first flight.



**2012**

HÖRKÜŞ hangardan çıktı.  
HÖRKÜŞ was rolled out.



**2015**

Uzay sistemleri entegrasyonu ve Test Merkezi'nin açılışı gerçekleştirildi.  
The Space Systems Integration and Test Center opened.



**2016**

GÖKTÜRK-1 uydusu uzaya fırlatıldı.  
GÖKTÜRK-1 satellite was launched into space.



**2018**

Uydü kontrolü ANKA-S, Türk Hava Kuvvetlerine teslim edildi.  
The first satellite-controlled ANKA-S was delivered to Turkish Air Force.



# TURKISH AEROSPACE AT A GLANCE

## MILESTONES

**2018**

T625 GÖKBEY helikopterinin ilk uçuşu gerçekleşti.

*T625 GÖKBEY helicopter performed its first flight.*



**2019**

Millî Muharip Uçak'ın birebir ölçülerdeki modeli Paris Havacılık Fuarı'nda dünyaya tanıtıldı.

*One-to-one mock up of Turkish Fighter was displayed to the world for the first time at Paris Air Show.*



**2020**

Meltem 3 Projesinde İlk Deniz Kanakalı Uçak Deniz Kuvvetleri Komutanlığına teslim edildi.

*The first Havkime Rakal Aircraft of the Meltem 3 Project was delivered to Turkish Naval Forces.*



**2021**

Menzili artırılmış ANKA Deniz Kuvvetleri Komutanlığına teslim edildi.

*ANKA with increased range delivered to Turkish Naval Forces.*



**2021**

ANKA Tunus Hava Kuvvetlerine teslim edildi.

*ANKA was delivered to Tunisian Air Force.*



**2022**

T129 ATAK helikopteri Filipinler Hava Kuvvetlerine teslim edildi.

*T129 ATAK helicopter was delivered to Philippine Air Force.*



**2023**

HÜRJET'in ilk uçuşu gerçekleşti.

*HÜRJET was delivered to Niger Air Force.*



**2023**

HÜRJET'in ilk uçuşu gerçekleşti.

*HÜRJET performed its first flight.*



**2023**

ATAK II'nin ilk uçuşu gerçekleşti.

*ATAK II performed its first flight.*



**2018**

Türk Havacılık Uzay Sanayii, yeni logo ve kimliğiyle yüzünü yeniledi.

*Turkish Aerospace got a fresh look with its new logo and identity.*



**2019**

AKSUNGUR'un ilk uçuşu gerçekleşti.

*AKSUNGUR performed its first flight.*



**2020**

5.000'inci "Section-18" Gövde Panel Setinin teslimati gerçekleşti.

*The 5,000<sup>th</sup> "Section-18" Fuselage Panel Set was delivered.*



**2021**

Sivil Havacılık Genel Müdürlüğü (SHGM) tarafından T625 GÖKBEY helikopterine "Tasarım Organizasyonu Onayı" sertifikası verildi.

*The "Design Organization Approval (DOA)" certificate for T625 GÖKBEY helicopter was granted by the Directorate General of Civil Aviation (DGCA).*



**2022**

Cumhurbaşkanı Recep Tayyip Erdoğan'ın başkanlığında, "888 Teknolojiler ve Yeni Yatırımlar Toplu Açılış ve Tanıtım Töreni" gerçekleşti.

*Turkish Aerospace hosted a Ceremony for the Collective Opening and Introduction of New Technologies and New Investments with the attendance of the President of the Republic of Turkey, Recep Tayyip Erdoğan.*



**2022**

T70 Genel Mahsat Helikopteri Jandarma Genel Komutanlığına teslim edildi.

*T70 Utility Helicopter was delivered to the Government General Command.*



**2023**

KAAN'ın ilk taksi testi gerçekleşti.

*KAAN completed its first taxi test.*



**2023**

ANKA III'ün ilk taksi testi gerçekleşti.

*ANKA III completed its first taxi test.*



**2023**

ANKA III'ün ilk taksi testi gerçekleşti.

*ANKA III completed its first taxi test.*



28.06  
**2023**  
ASIRLARA BEDEL  
50 YEARS WORTH CENTURIES



# TURKISH AEROSPACE AT A GLANCE

## IMPORTANT DEVELOPMENTS IN 2023



The first delivery of the T70 Utility Helicopter was realized.

### JANUARY

### JULY

Presentation of the Sec18/19 airframe component for all Airbus A320 family aircraft was conducted.

Jet Training Aircraft HÜRJET's engine started for the first time.

The delivery of the HÜRKUŞ Mission Aircraft to Niger was realized.

With the Base Station on AKSUNGUR, 45 hours of uninterrupted video and communication support was provided to the earthquake zone during the Disaster of the Century.

### FEBRUARY

### AUGUST

A cooperation protocol was signed between TUSAŞ Academy and Airbus-Airbusiness Academy.

Unmanned Aerial Vehicle-ANKA was delivered to Chad.

KAAN, HÜRJET and ANKA III successfully conducted their first taxi tests.

Thermal Vacuum Test of TÜRSAT 6A Flight Model was successfully performed.

A cooperation agreement was signed between Malaysian Industry Government Group for High Technology (MIGHT), Turkish Aerospace Malaysia, Consortium of Malaysian Universities (CMU) and our Company.

### MARCH

### SEPTEMBER

HÜRJET made a formation flight with the Turkish Stars, an aerobatic team of the Turkish Air Force.

AKSUNGUR, an Unmanned Aerial Vehicle with High Payload Capacity, was delivered to Kyrgyzstan.



The first flight of the Heavy Class Attack Helicopter ATAK II and Jet Trainer Aircraft HÜRJET was successfully realized.

The last aircraft of the MELTEM III Project was delivered and the project was completed.

Delivery of HÜRKUŞ Mission Aircraft to Chad was realized.

The T625 GÖKBEY Utility Helicopter successfully completed its first test flight with the new TS1400 engine developed and produced by TEI.

### APRIL

### OCTOBER

In the HÜRJET Project, the Critical Design Evaluation Meeting with the SSB was successfully completed.

A memorandum of understanding was signed with Airbus to open an Aviation Vocational School in Kahramanmaraş.

The delivery of the Unmanned Aerial Vehicle-ANKA to Kazakhstan was realized.

The groundbreaking ceremony of Serdar Demir Children's Homes Site was held.

An agreement was signed with the Malaysian Ministry of Defense for the delivery of ANKA equipped with different payloads.

With the participation of our President Recep Tayyip Erdoğan, our 2023 Vision Products were exhibited to the world public at the Century of Independence Launch Program.

In May 2023, the first AKSUNGUR deliveries were made to the Turkish Air Force Command.

Turkish Airlines Flight Academy /TAFA, a subsidiary of Turkish Airlines (THY), and our company signed an agreement for 20 single-engine pilot training aircraft.

### MAY

### NOVEMBER

The Air Ambulance project, launched by our company and serving 13 provinces, completed its first year with a total of 4,200 flight hours.

The T625 GÖKBEY reached its maximum service altitude of 20,000 feet for the first time with twin and single engines.

AKSUNGUR reached an altitude of 30 thousand feet with the TEI-PD170 engine.

The delivery of T129 ATAK Helicopter to Nigeria was realized.

Within the scope of the Utility Training Helicopter Program, the tenth T70 was delivered to the Turkish National Police.

We became the first and only company in Türkiye with NAPCAP-NMNT Certification.

### JUNE

### DECEMBER

All helicopter deliveries to the Philippines Air Force have been completed.

We became the first Turkish Partner company to be included in the European Clean Aviation Joint Undertaking (CAJU).

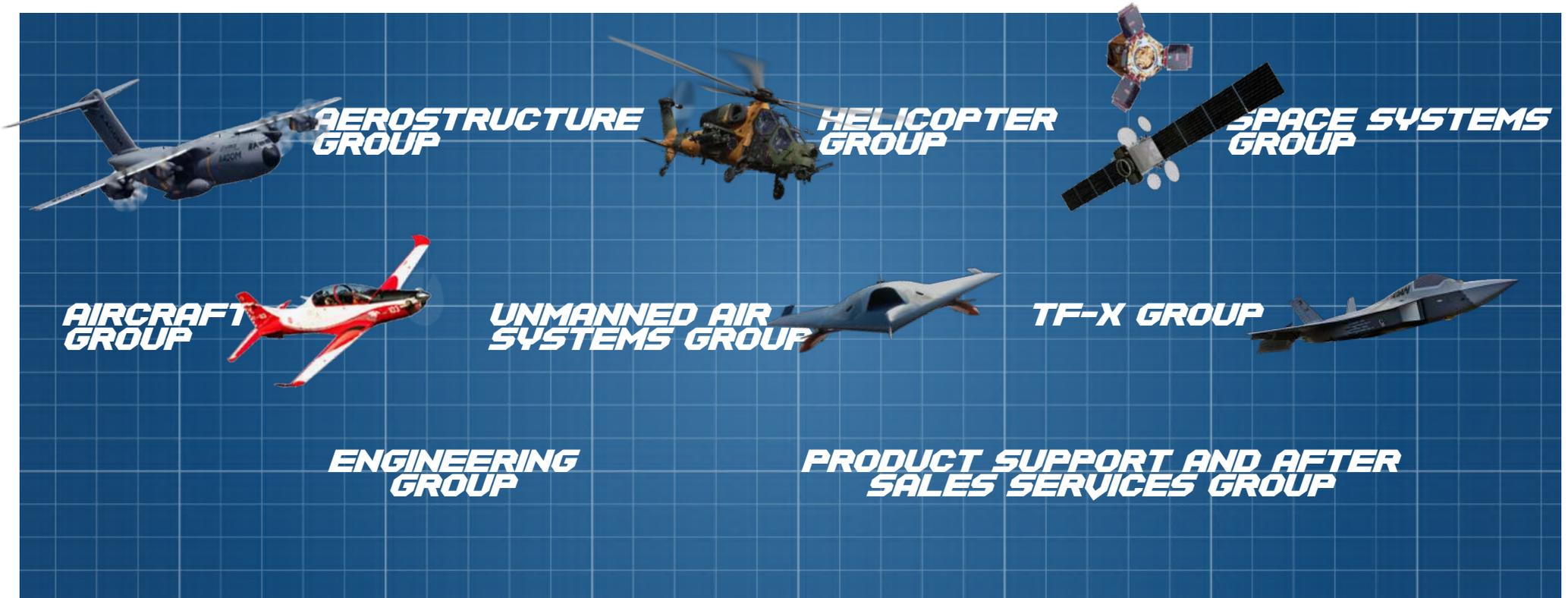
The first flight of the Combat Unmanned Aircraft System ANKA III was realized.



# TURKISH AEROSPACE AT A GLANCE

## FIELDS OF ACTIVITY

As Turkish Aerospace, we are Türkiye's technology center in the design, development, modernization, production, integration and life cycle support processes of integrated aerospace 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 defense and aerospace industries.



We continue our efforts to complete the export processes of our indigenous products by increasing the number of our domestic and national products every year. Ranking among the top one hundred global players in the aerospace industry, we continue our activities with the following groups.

# TURKISH AEROSPACE AT A GLANCE

## PRODUCTS AND SERVICES

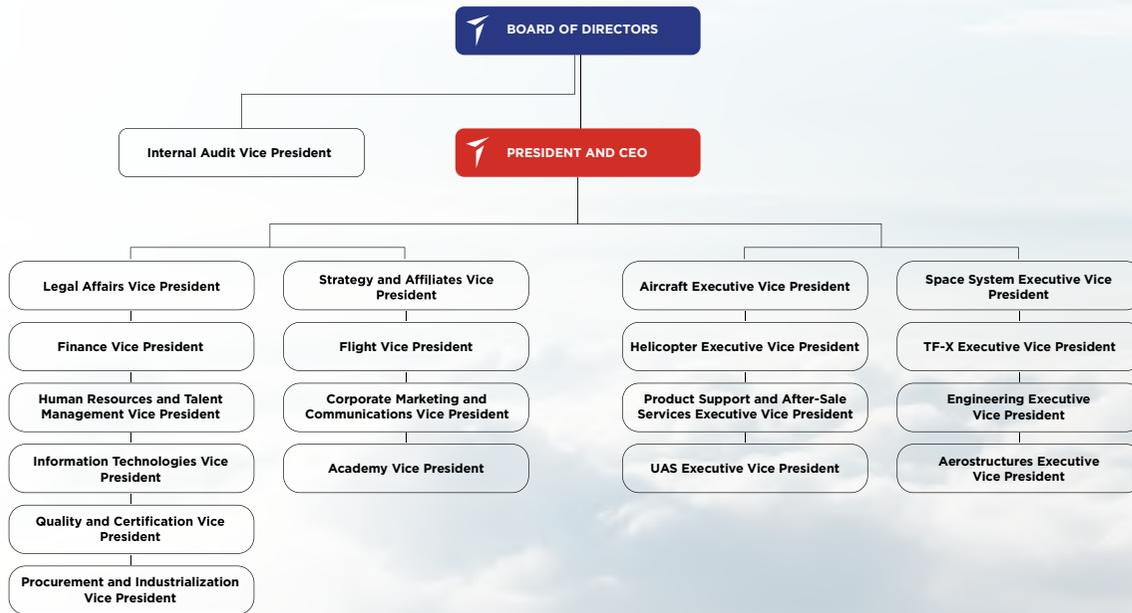
Turkish Aerospace's product and activity range includes; ANKA Unmanned Aerial Vehicle (UAV) System, AKSUNGUR Long Endurance (MALE) Unmanned Aerial Vehicle (UAV) system, ANKA III Combat Aerial Vehicle (UCAV) System, HÜRKUŞ Mission Aircraft, T129 ATAK Helicopter, Multirole Heavy Combat Helicopter, T625 GÖKBEY Utility Helicopter, Advanced Jet Trainer Aircraft HÜRJET, Turkish Fighter-KAAN, Aircraft Modernization, Earth Observation & Reconnaissance Satellites and Telecommunication Satellites, Assembly, Integration & Test Center, Special Mission Aircraft Conversions, and the design and production of military and commercial air platform components.



# TURKISH AEROSPACE AT A GLANCE

## ORGANIZATIONAL STRUCTURE / 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).



Share Ratio of Our Shareholders:

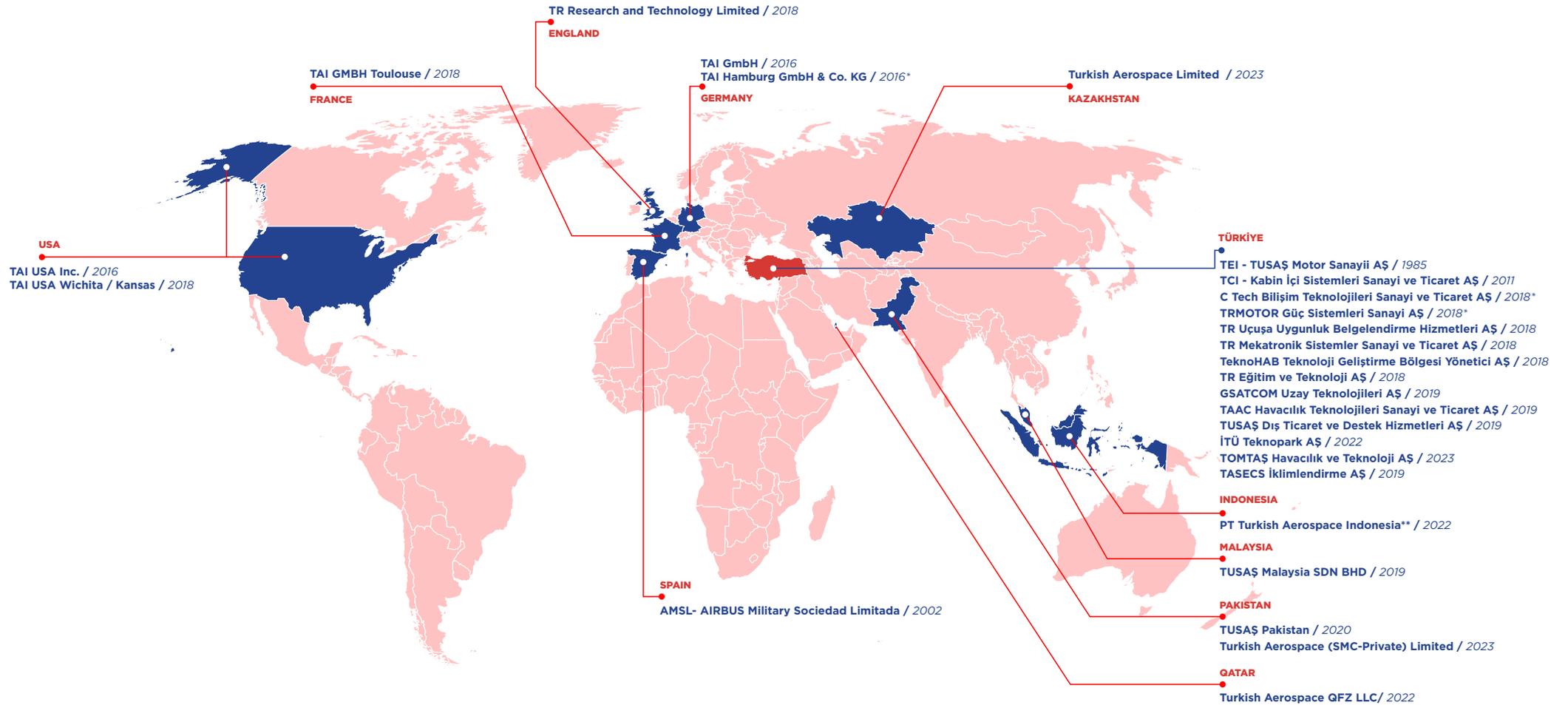
**Turkish Armed Forces Foundation (TAFF): %54.49**

**Presidency of the Republic of Türkiye Defense Industries Agency (SSB): %45.45**

**Turkish Aeronautical Association: %0.06**

# TURKISH AEROSPACE AT A GLANCE

## SUBSIDIARIES, AFFILIATES AND FOREIGN 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.

# TURKISH AEROSPACE AT A GLANCE

## AWARDS AND ACHIEVEMENTS



11 awards from İstanbul  
International Invention Fair  
(ISIF)

“IFIA Best National Award”  
and 2 gold, 2 silver, and 6  
bronze medals



Green World  
Award 2023

“Global Gold Award” in the  
Green World Awards Water  
Management Category



Global Eventex  
Awards

“Employer Branding Event”  
Gold Award



Stevie International  
Business Awards

“Aerospace & Defense  
Company of The Year” Gold  
Stevie Award

“Communications Team  
of The Year” Gold Stevie  
Award

“Best Communications  
Campaign of The Year  
(Corporate Social  
Responsibility)” Gold Stevie  
Award



Corporate  
Engagement  
Awards

Best Brand Corporate Social  
Responsibility Practice  
Golden Award

Best PR And International  
Communications Bronze  
Award

# TURKISH AEROSPACE AT A GLANCE

## AWARDS AND ACHIEVEMENTS



R&D 250

Türkiye's Top R&D Spending  
Companies First Place in  
2023



The Hammers  
Awards

Türkiye's Best Employer  
Brand Team Bronze  
Award



Stevie for Great  
Employers

"Achievement in Recruitment" Gold  
Award

"Recruiting or Talent Acquisition  
Team of The Year" Silver Award

"Best Talent Acquisition Process"  
Silver Award

"Best CSR Strategy" Bronze Award



Employer Brand  
Management Awards  
2023

Talents of the Future  
Program Gold Award

Bronze Award for Women  
Inspiring the Sky Mentoring  
Program

"Most Commented Project"  
Award with the Technical  
Travel XL



Youth  
Awards

"Most Admired Long-Term Internship  
Program" First Prize

"Most Admired Company for Campus  
Events" Second Prize

"Most Desired Defense Industry  
Company" Second Prize

# TURKISH AEROSPACE AT A GLANCE

## AWARDS AND ACHIEVEMENTS



TEGEP Learning and  
Development Awards

Blue Collar Development  
Program Best Award



Globee Business Awards

“Talent Acquisition Team of  
The Year” Gold Award

“Most Innovative Talent  
Acquisition Program” Gold  
Award



Turkish Exporters Assembly  
(TİM)



“Innovation Strategy”  
Second Award



HCM Excellence  
Awards

“Best Unique or Innovative  
Learning and Development  
Program” Gold Award

“Best Unique or Innovative  
Talent Acquisition Program”  
Bronze Award

“Best Initiative for  
Philanthropy and Corporate  
Giving” Bronze Award

“Best Recruitment Marketing  
and Employer Branding  
Program” Bronze Award



Turkish Researchers  
Association (TÜAD) Owl  
Awards

“Silver Owl Award”

# APPROACH TO SUSTAINABILITY

## STRONG SUSTAINABILITY PERFORMANCE

**WE COMBINE OUR SUSTAINABILITY STRATEGIES WITH OUR PROCESSES AND COMPETENCIES AND CONTINUE TO CREATE ADDED VALUE FOR OUR STAKEHOLDERS.**

We aim to contribute to the sustainable development of our country by conducting our Company's activities with a sense of responsibility towards the environment, society and economy. Accordingly, we consider sustainability as one of the important foundations of our Company's way of doing business. We carry out our activities in order to integrate the sustainability approach into our processes and to spread the sustainability culture to all units of our Company.

With our Sustainability Committee, we carry out activities to determine, review and continuously improve sustainability strategies, policies, short, medium and long-term sustainability goals, to adopt a proactive approach by identifying risks in the field of sustainability (environmental, economic, social and governmental issues) and to decide on improvement projects that will increase the sustainability performance of the Company.

# APPROACH TO SUSTAINABILITY

## LAST 3 YEARS ON OUR SUSTAINABILITY JOURNEY

We design our sustainability management in a way to contribute to the sustainable development of our country; and we conduct our Company’s activities with the responsibility of sustainable environment, society and economy. We carry out our activities in line with the Sustainable Development Goals (SDGs) in order to spread the sustainability approach to all units of our Company.

**WE AIM TO LEAVE A SUSTAINABLE WORLD FOR FUTURE GENERATIONS.**

We held the first meeting of our Sustainability Committee.

We added our Sustainability Goals to our 2022-2030 Strategic Plan.

We published our 2021 Sustainability Report.

We had a Corporate Carbon Footprint Verification.

We received scores (Climate Format: B, Water Security: A-) by reporting on the Carbon Disclosure Project (CDP).

We held a Sustainability Interview.

We held our first Sustainability Meeting with Airbus.



# APPROACH TO SUSTAINABILITY

## SUSTAINABILITY VISION

Our goal is to integrate sustainability into every level of our production value chain, to create shared value by bringing the strength we derive from our sustainable approach to our stakeholders and to offer solutions that make a difference. In line with our vision, global trends, products and customers, and legal obligations are among the prominent topics.

We aim to benefit society and the green future by focusing on sustainability awareness in our operations. In this regard, we protect our natural resources and take remedial steps in a way that is sensitive to the environment and ecosystem, such as water management, energy efficiency, zero waste, recycling and carbon emission reduction.

We aim to contribute to the national economy and society through sustainable growth and create opportunities for future generations.



Global Trends



Product and  
Customers



Legal Obligations

# APPROACH TO SUSTAINABILITY

## 2023 SUSTAINABILITY PERFORMANCE IN FIGURES

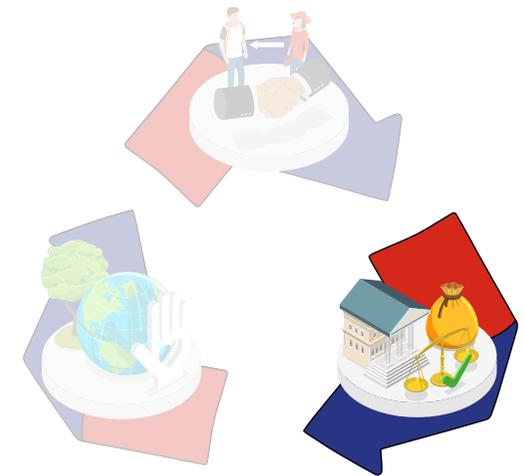
### ECONOMIC PERFORMANCE RESULTS

Sales Revenues*	2021	2022	2023
Domestic (TL)	7.4 billion	18.3 billion	35.1 billion
Overseas (TL)	6.5 billion	12.2 billion	28.5 billion
Total Sales (TL)	13.9 billion	30.5 billion	63.6 billion
Export Volume (\$)	365.1 million	592.7 million	890.9 million

(\*) Consolidated financial data of Turkish Aerospace.

R&D Performance	2021	2022	2023
Total R&D Expenditure (TL)	4.4 billion	12.5 billion	28.2 billion
Internally-Funded R&D Expenditure (TL)	1.3 billion	3.3 billion	6.0 billion
Ratio of Total R&D Expenditure to Turnover (%)	35.5	48.6	49.6
Ratio of Internally-Funded R&D Expenditure to Turnover (%)	10.4	12.9	10.6
Number of R&D Employees	3,806	4,345	5,749

Patent Engineering	2021	2022	2023
Number of National Patent Applications	51	65	70
Number of National Patents Registered	20	22	32
Number of International Patent Applications	33	38	53
Number of International Patents Registered	2	7	10



# APPROACH TO SUSTAINABILITY

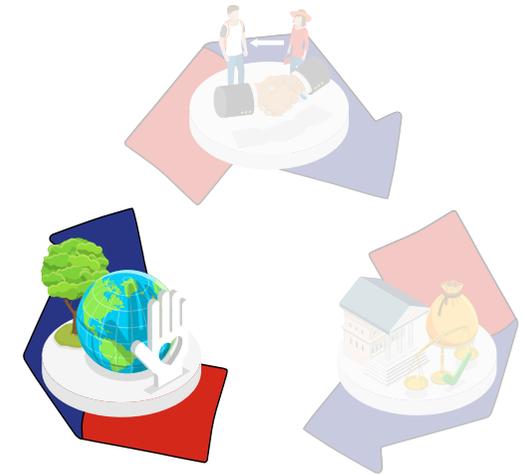
## 2023 SUSTAINABILITY PERFORMANCE IN FIGURES

### ENVIRONMENTAL PERFORMANCE RESULTS

ENERGY INTENSITY ACCORDING TO OUR PRODUCTION AMOUNT	2021	2022	2023
	0.18	0.07	0.05

Our Carbon Footprint	2021	2022	2023
Greenhouse Gas Carbon Emissions (tCO <sub>2</sub> )	252 billion	849 billion	3.9 million
Category 1 (tCO <sub>2</sub> )	71 billion	78 billion	94 billion
Category 2 (tCO <sub>2</sub> )	23 billion	33 billion	41 billion

Wastewater Amounts	2021	2022	2023**
Amount of Wastewater Treated (m <sup>3</sup> )	320,868	378,138	298,840
Amount of Treated Water Used in Irrigation (m <sup>3</sup> )*	94,886	91,335	62,841
Recovery Rate (%)	30	24	21
Amount of Treated Wastewater Per Capita (m <sup>3</sup> )	28.09	27.72	19.43



(\*) Data for 2022 has been revised in line with ISO14046:2014 Water Footprint verification process.  
(\*\*) 2023 data was verified in August 2024 within the scope of ISO14046:2014 Water Footprint.

# APPROACH TO SUSTAINABILITY

## 2023 SUSTAINABILITY PERFORMANCE IN FIGURES

### SOCIAL PERFORMANCE RESULTS

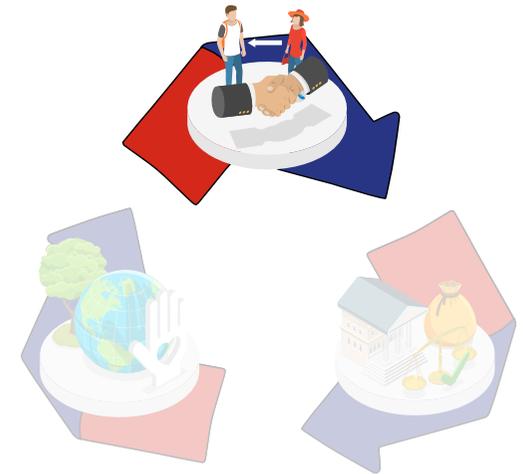
SENIORITY	2021	2022	2023
0 - 1	2,095	2,854	2,664
1 - 3	2,229	2,414	4,537
3 - 5	2,849	3,393	1,921
5 - 10	1,784	2,077	3,456
10 - 15	1,504	1,672	1,583
15+	977	1,160	1,1224
<b>TOTAL</b>	<b>11,424</b>	<b>13,570</b>	<b>15,385</b>

ADDING VALUE TO EMPLOYEES	2021	2022	2023
Number of Employees	11,424	13,570	15,385
Female Employee Ratio (%)	14	14.9	16
Ratio of Female Managers (%)	19	18.3	19.70

EDUCATION LEVEL	2021	2022	2023
UNDERGRADUATE	2,095	2,131	2,325
GRADUATE	4,573	5,771	6,855
UNDERGRADUATE	4,756	5,668	6,205
<b>TOTAL</b>	<b>11,424</b>	<b>13,570</b>	<b>15,385</b>

TITLE CLASS	2021	2022	2023
DIRECTOR	482	541	596
ENGINEER	4,643	5,826	6,899
EXPERT	759	603	660
TECHNICIAN	4,732	5,705	6,627
PILOT	63	71	131
OTHER	745	824	472
<b>TOTAL</b>	<b>11,424</b>	<b>13,570</b>	<b>15,385</b>

GENDER	2021	2022	2023
WOMAN	1,675	2,074	2,473
MALE	9,749	11,496	12,912
<b>TOTAL</b>	<b>11,424</b>	<b>13,570</b>	<b>15,385</b>



# APPROACH TO SUSTAINABILITY

## STRATEGIC FOCUSES



**Competitive Position with Domestic and National Products**

- To have global competitiveness and original products,
- Develop competitive products using local and national technologies with the help of local subcontractors,
- Develop technologies that provide competitive advantage.



**Pioneer in Technology**

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



**Business Excellence and Productivity**

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



**Highly Committed and Competent Employees**

- Manpower with high technological sensitivity, fast learning, versatile and analytical thinking, and open to change,
- To have sustainable competent human resources with employees who continuously improve themselves and adopt the principle of lifelong learning,



**Stakeholder Satisfaction and Sustainability for Future Generations**

- To 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,
- Being focused on customer satisfaction,
- To rank high in the rankings of defense industry companies.



**Sustainable Growth and Profit**

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

## ENTERPRISE PERFORMANCE

We ensure that performance elements are managed in order for our company to achieve the targeted results in line with its strategic goals and business processes. With the “Kokpit” platform fed from corporate databases, the measurement and evaluation activities of our company’s strategic plan and sustainability goals can be carried out, and the realization status of our goals can be effectively monitored in real time.



We define performance indicators in all departments under the Financial, Operational Efficiency, Technology, Employee and Sustainability headings in the corporate scorecards created based on the Strategic Plan and business process targets, and we continue monitoring, evaluation and continuous improvement efforts with the contributions of managers.

# APPROACH TO SUSTAINABILITY

## STAKEHOLDER MAP AND STAKEHOLDER COMMUNICATION

**WE EMPHASIZE BUILDING SOLID AND MUTUAL VALUE-ORIENTED RELATIONSHIPS WITH OUR STAKEHOLDERS, WHO PLAY AN IMPORTANT ROLE IN OUR SUSTAINABILITY JOURNEY.**



We work meticulously to identify our main stakeholder groups that affect and are affected by our Company's activities and to establish sustainable relationships with them. We continuously strive to understand and meet the expectations and needs of our stakeholders. We constantly receive feedback and evaluations in line with the requirements, possible obstacles and needs arising from their alignment with the Turkish Aerospace strategies and goals.

We contribute to the ecosystem and our environment by supporting the well-being and development of our employees, developing sustainable business models with our suppliers and subsidiaries and affiliates, understanding and meeting the needs of our customers, continuously improving our business processes and practices with supervisory and evaluation organizations, and

cooperating with educational institutions, and we work to build a sustainable future.

**In this context, understanding the expectations and needs of various stakeholder groups such as our employees, shareholders, subsidiaries and affiliates, customers, suppliers, supervisory and evaluation organizations, society and educational institutions, and developing appropriate strategies plays a fundamental role in our Company's sustainability journey.**



# APPROACH TO SUSTAINABILITY

## STAKEHOLDER MAP AND STAKEHOLDER COMMUNICATION

### STAKEHOLDER MAP

#### OUR EMPLOYEES

The passion, competence and commitment of our employees, which are the cornerstone of our success, play a critical role in achieving our sustainability goals. While the welfare and development of our employees is at the center of our Company strategies, we aim to create a fair and supportive working environment.

In this context, we offer various training and development programs to support the personal and professional development of our employees. In addition, we strive to ensure that our employees work in a safe environment by organizing continuous trainings on occupational health and safety. Adhering to our values and ethical principles, we create a workplace culture that encourages diversity and implement fair recruitment and promotion policies. In addition to a collaborative work culture, we aim to increase labor productivity and create a sustainable human resource asset by increasing the satisfaction and motivation of our employees through suggestion sharing platforms, motivational events, sports and social activity club activities.

While creating our strategic goals through the workshops we hold, we receive your opinions and suggestions and create our strategies together.

#### SHAREHOLDERS

With the valuable support of our shareholders, who are an important part of our company's success and growth, we are moving forward together not only in terms of financial returns, but also towards our long-term sustainability goals.

We regularly interact with our shareholders, share strategic decisions and receive their feedback on issues through various communication channels, adhering to the principles of transparency and accountability, and building long-term and mutually value-oriented relationships. Understanding their expectations and respecting their values form the basis of maintaining long-term business relationships.

#### SUBSIDIARIES AND AFFILIATES

In cooperation with our subsidiaries and affiliates, which play an important role in our company's growing ecosystem, we move forward together to achieve common goals. We provide information transfer to ensure that our subsidiaries are aligned with our strategic goals and objectives, we evaluate together the obstacles they may encounter on the way to achieving our goals, and

we receive their suggestions and feedback on solutions to the obstacles. In this way, we aim to have the potential to create a greater impact with our subsidiaries with which we cooperate.

We aim to share industry best practices, encourage innovation and mutually achieve sustainability goals with our affiliates, which play a critical role in our success. In this context, regular meetings and collaboration platforms enable us to build on our own achievements and support global efforts on sustainability.



# APPROACH TO SUSTAINABILITY

## STAKEHOLDER MAP AND STAKEHOLDER COMMUNICATION

### OUR CUSTOMERS

At Turkish Aerospace, ensuring the satisfaction of our customers is at the heart of our business. With our customer-oriented approach, we constantly strive to understand their needs and meet their expectations. We aim to continuously improve the customer experience by continuously developing innovative products and services, fulfilling our contractual obligations on time and in full, with our superior quality approach and flawless production. By establishing close communication with our customers, conducting customer satisfaction surveys, making regular visits to our customers and maintaining after-sales communication, we evaluate feedback and use this feedback to exceed expectations.

### OUR SUPPLIERS

We see our suppliers as one of the most important links in our value chain. In addition, we aim to strengthen our ties with our supplier ecosystem, especially our current and potential suppliers, subcontractors and auxiliary industry companies, and to increase the competencies and capacities of our suppliers in order to reduce external dependency by increasing the effectiveness of localization efforts. In this context, we achieve our goals through practices such as training programs, improvement audits, factory visits, supplier performance scores and supplier surveys.

We ensure the sustainability of our supply chain by establishing reliable supplier relationships. We aim to be a pioneer in good sustainability practices in our supply chain and to spread sustainability activities throughout the entire supply ecosystem.

### SUPERVISORY AND EVALUATION ORGANIZATIONS

We continuously develop strategies to increase the effectiveness of our sustainability efforts by working in close cooperation with organizations that independently evaluate our company's performance and verify our compliance with international standards. With the feedback provided by supervisory and evaluation organizations, we move towards continuous improvement and development of our business processes and practices. At the same time, we reinforce our leadership role in sustainability by adopting the best practices in the sector.



# APPROACH TO SUSTAINABILITY

## STAKEHOLDER MAP AND STAKEHOLDER COMMUNICATION

### 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 will have a say in the future through joint projects, training and internship programs, conferences and academic meetings that we develop in cooperation with educational institutions.

### STAKEHOLDER COMMUNICATION

#### “A BRIDGE ROLE IN OUR COMPANY’S SUSTAINABILITY JOURNEY”

Building a strong communication bridge with our stakeholders on our sustainability journey is a critical factor for the success of our sustainability efforts. By communicating effectively with our stakeholders, we work together to understand their expectations and continuously improve the sustainability performance of our business. Our stakeholder communication strategy is centered

on open, transparent and effective communication. We regularly engage with all our stakeholders, from our employees, shareholders and subsidiaries, customers, suppliers, society and supervisory and evaluation organizations. With these interactions, we aim not only to transfer knowledge, but also to provide feedback, mutual expectations and understanding, and to run towards goals together.

As we engage with our stakeholders, we take their concerns, needs and expectations into account. In this way, we shape our sustainability strategy more effectively and, thanks to feedback, we identify the aspects of our business that are open to improvement and create opportunities for continuous improvement.

As a result, our stakeholder communication plays a critical role in our Company’s sustainability journey. Therefore, by gaining the trust of our stakeholders through transparent, open and effective communication, we strengthen the sustainability performance of our business and solidify our long-term success.



# APPROACH TO SUSTAINABILITY

## STAKEHOLDER MAP AND STAKEHOLDER COMMUNICATION

OUR STAKEHOLDERS	COMMUNICATION / PARTICIPATION
Our Internal Stakeholders	Satisfaction surveys, suggestion sharing platforms, working environment, regular meetings, intranet, motivational activities, sports and social activity club activities
Our Shareholders	General assembly meetings, annual reports, sustainability reports, board meetings, performance realization reports, information disclosures
Our Customers	Customer satisfaction survey, trainings, regular visits, factory visits, fairs, direct communication, sales process, product shipment process, after sales communication
Subsidiaries and Associates	Regular meetings, regular visits, factory visits, alignment surveys, direct communication
Our Suppliers	Training programs, improvement audits, factory visits, supplier days, supplier performance scores, supplier surveys, collaboration portal
Supervisory And Evaluation Organizations	Factory visits, regular visits, regular meetings
Community	<ul style="list-style-type: none"> <li>• Corporate memberships, joint projects, participation in meetings and conferences</li> <li>• Career days, internship programs, job interviews, academic meetings, social media, corporate reputation research, conferences</li> <li>• Reputation surveys, conferences, sector meetings, stakeholder days, factory visits</li> <li>• Donations, website, social media, factory visits, advertising and marketing activities, reputation surveys, sustainability reports</li> </ul>

# APPROACH TO SUSTAINABILITY

## SUSTAINABLE DEVELOPMENT GOALS WE AIM TO ACHIEVE

**WE AIM TO OFFER SOLUTIONS THAT MAKE A DIFFERENCE BY INTEGRATING THE STRENGTH WE DERIVE FROM OUR SUSTAINABLE APPROACH INTO EVERY LEVEL OF OUR VALUE CHAIN.**

Turkish Aerospace Priority Issues	Relevant SDGs
<b>GOVERNANCE</b>	
Corporate Governance	8, 9, 12, 16, 17
Our Committees	8, 9, 12, 16, 17
Ethical Principles	5, 8, 10, 16, 17
Compliance with laws and regulations	8, 9, 12, 16, 17
Risk Management	8, 11, 12
Process Management	8, 9, 12
Document Management	8
<b>ENVIRONMENTAL</b>	
Environmental Management and Climate Change Practices	6, 7, 9, 11, 12, 13, 14, 15
Air Quality and Greenhouse Gas Efforts	7, 9, 11, 12, 13, 15
Water Management	6, 11, 12, 14
Waste Management	6, 11, 12, 13, 14, 15
Environmental Awareness	6, 7, 8, 9, 11, 12, 13, 14, 15
Energy Management	7, 9, 11, 12, 13
Biodiversity	13, 14, 15

Turkish Aerospace Priority Issues	Relevant SDGs
<b>SOCIAL</b>	
Employee Experience and Internal Communication	1, 2, 3, 4, 5, 8, 10
Performance Development, Career and Talent Management	5, 8, 10
Reverse Brain Drain and Global Equality Diversity Inclusion	5, 8, 10
Digitalization in Human Resources Processes	5, 8, 11
Academy Activities	4, 5, 8, 10
Occupational Health and Safety	3, 11, 12
<b>ECONOMIC</b>	
Technology and Innovation	8, 9, 12
R&D Management	8, 9, 12
Patent Engineering	8, 9, 12
Indigenization Activities	8, 9, 12
Information Technology	8, 9, 12
Our Supply Chain Management	8, 9, 12, 17
Quality Management	8, 9, 12
Aviation Safety	11, 12

# APPROACH TO SUSTAINABILITY

## SUSTAINABILITY PRIORITIES

**WE SUPPORT SUSTAINABLE DEVELOPMENT FOR FUTURE GENERATIONS BY INCREASING STAKEHOLDER SATISFACTION.**

At Turkish Aerospace, we aim to monitor and evaluate mega and sectoral trends for the coming period. In this direction, we are currently conducting critical prioritization studies by considering our environmental, social and governance (ESG) performance needs.

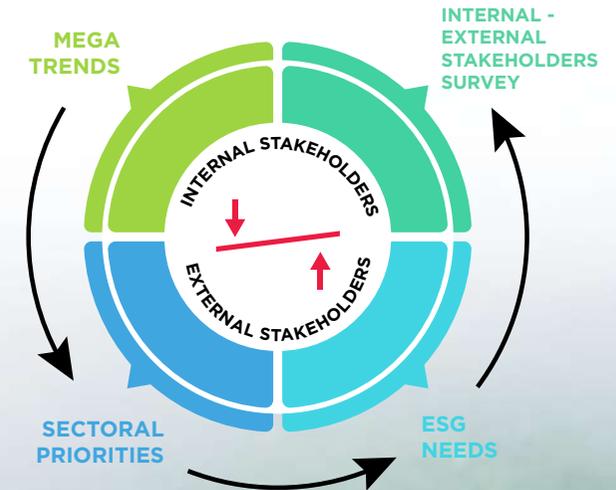
We identify our sustainability risks and opportunities, and aim to contribute to corporate sustainability by proactively managing them. We define our risks in integration with our processes, create risk management strategies in line with our strategic goals, and shape our Sustainability Roadmap within this scope. Within the scope of our Sustainability Roadmap; We determine strategies and targets in the environmental, energy, human resources, technology and innovation, finance, supply chain, corporate governance dimensions of sustainability in our Company in accordance with the Sustainable Development Goals (SDGs), legal regulations, national/international agreements and to meet the sustainability demands of customers, and we plan and execute projects within this scope. We determine the actions to be taken and the responsible parties to achieve our goals.

Some of the actions that provide green solutions in our company are given below.

Within the scope of **water management**; We provide ISO 14046 Water Footprint certification. We use water automation systems to improve loss and leakage amounts, and cooling water digitalization systems to reduce blowdown water. In our new investments, we aim to improve the amount of recovered water/total water consumption ratio in the short term by evaluating on-site wastewater recovery and zero liquid discharge (ZLD) systems.

In our **carbon emission management**; We carry out ISO 14046 Water Footprint calculation and verification work. We aim to make “weight” data input into supply systems mandatory to ensure document continuity and prevent data gaps. We are carrying out Carbon Disclosure Project (CDP) Reporting, Climate Change and Water Security Reporting studies.

We carry out awareness activities in **waste management**, and aim to reduce the amount of hazardous and non-hazardous waste generated as a result of production by monitoring the departments’ process waste metrics and setting reduction targets, and to ensure that our wastes are reused in internal processes.



# APPROACH TO SUSTAINABILITY

## SUSTAINABILITY PRIORITIES

Within the scope of renewable energy, we aim to meet electricity production from renewable sources, surface insulation of hot water boilers in heating and cooling, reduce building hot water flow rates to design values, and realize nitrogen gas and waste heat recovery projects. In the medium term, we aim to provide energy savings by reducing the frequency of hot water pumps and to calculate the specific energy consumption of important energy users in kg, volume, or surface area within the scope of energy costs. Building-based monitoring of compressed air consumption and building lighting LED replacement and automation are also among our goals.

We created the priorities of the 2023 Sustainability Report, taking into account the main topics discussed within the framework of corporate sustainability. These priorities have been addressed in accordance with the Global Reporting Initiative GRI Standards, and our Company's priorities are stated below in no order of importance.

### Social

- Employee Engagement and Satisfaction
- Employee Training and Development
- Equal Opportunity
- Occupational Health and Safety
- Stakeholder Satisfaction
- Sectoral Collaborations
- Social Responsibility
- Company Brand Value and Reputation
- Supply Chain Management

### Environmental

- Waste Management
- Biodiversity
- Environmental Management and Climate Change
- Energy Management and Efficiency
- Water Management

### Governance

- Ethical Principles Management
- Corporate Governance Practices

### Economic

- R&D, Innovation, Digitalization
- Circular Economy
- Contribution to Economy and Employment
- Business Continuity
- Sustainable Financing



# APPROACH TO SUSTAINABILITY

## MATERIALITY ASSESSMENT ANALYSIS

MATERIALITY	GRI CODE	TOPICS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
	GRI 201 - 4	R&D, Innovation and Digitalization																		
	GRI 306	Waste Management																		
	GRI 304	Biodiversity																		
	GRI 401 405	Equal Opportunity																		
	GRI 404	Employee Engagement and Satisfaction																		
	GRI 404	Employee Training and Development																		
	GRI 201	Circular Economy																		
	GRI 201 401	Contribution to Economy and Employment																		
	GRI 302	Energy Management and Efficiency																		
	GRI 205	Ethical Principles Management																		
	GRI 302	Environmental Management and Climate Change																		
	GRI 201	Business Continuity																		
	GRI 403	Occupational Health and Safety																		
	GRI 201	Corporate Governance																		
	GRI 416 417	Practices Stakeholder Satisfaction																		
	GRI 308 414	Sectoral Collaborations																		
	GRI 303	Water Management																		
	GRI 201	Sustainable Financing																		
	GRI 204 308 414	Supply Chain Management																		
	GRI 203	Social Responsibility																		
	GRI 416 417	Company Brand Value and Reputation																		
	GRI 416 417	Product Quality and Safety																		
	GRI 418	Data Security																		

# APPROACH TO SUSTAINABILITY

## OUR MEMBERSHIPS AND ORGANIZATIONS WE SUPPORT

### Abroad

**AFTN (Aeronautical Fixed Telecommunication Network)**  
AIAA (The American Institute of Aeronautics and Astronautics)  
**AIP Türkiye- DHMI**  
ASQ (American Society for Quality)  
**ASNT (American Society for Nondestructive Testing)**  
ASTM - D30 - Composite Materials  
**ASTM - E08 - Fatigue and Fracture Mechanics**  
ASTM - E37 - Thermal Measurements  
**ASTM F42 - Additive Manufacturing Technologies**  
ATD (The Association for Talent Development)  
**Battelle (Battelle Memorial Institute)**  
**Composite Union (Eski CFK Valley)**  
DEIK-TAİK (Dış Ekonomik İlişkiler Kurulu-Türk Amerikan İş Konseyi)  
**INCOSE (International Council on Systems Engineering)**  
ION (Institute of Navigation)  
**International Information System Security Certification Consortium (ISC)2**  
ISACA (Bilgi Sistemleri Denetim ve Kontrol Derneği)  
**MGM AWOS ve Sayısal Veriler Üyeliği**

### Domestic

**ASO (Ankara Sanayi Odası)**  
ATO (Ankara Ticaret Odası)  
**ASMMMO (Ankara Serbest Muhasebeci Mali Müşavirler Odası)**  
AIP Türkiye- DHMI  
**BTSO (Bursa Ticaret ve Sanayi Odası)**  
İSO (İstanbul Sanayi Odası)  
**İTO (İstanbul Ticaret Odası)**  
KAZANSİAD (Kahramankazan Sanayici ve İş Adamları Derneği)  
**Kurumsal Risk Yönetimi Derneği**

### Domestic and Abroad

**AIPPI (Uluslararası Fikri Mülkiyetin Korunması Derneği)**

### Abroad

**NAFEMS (International Association for the Engineering Modelling, Analysis & Simulation Community)**  
NFPA (National Fire Protection Association)  
**Notam TR Üyelik**  
Ohio State University Gearlab  
**PRI (Performance Review Institute)**  
Project Management Institute + Turkey Chapter  
**RTCA (Radio Technical Commission for Aeronautics)**  
SAE International  
**SAWE - Society of Allied Weight Engineers**  
SETP (Society of Experimental Test Pilots)  
**SFTE (Society of Flight Test Engineers)**  
SME (Society of Manufacturing Engineering)  
**TPRC (Thermoplastic Research Center)**  
Turkey Business Council  
**TWI (The Welding Institute)**  
UIIN (University-Industry Innovation Network)  
**Vertical Flight Society**

### Domestic

**Kompozit Sanayiciler Derneği**  
PERYÖN (Türkiye İnsan Yönetimi Derneği)  
**SAHA İSTANBUL (Savunma ve Havacılık Kümelenmesi)**  
SASAD (Savunma ve Havacılık Sanayi İmalatçılar Derneği)  
**TEGEP (Eğitim ve Gelişim Platformu Derneği)**  
TİDE (Türkiye İç Denetim Enstitüsü Derneği)  
**KALDER (Türkiye Kalite Derneği)**  
TOBB (Türkiye Odalar ve Borsalar Birliği)

# APPROACH TO SUSTAINABILITY

## OUR EVENTS



- INTERNATIONAL FAIR EVENTS**
- IDEX - International Defence Exhibition & Conference (NAVDEX) Abu Dhabi-United Arab Emirates
  - HAI HELI EXPO - Georgia - Atlanta
  - SATELLITE SHOW - Washington - USA
  - LAAD Defence and Security International Exhibition Rio De Janerio - Brazil
  - LIMA International Maritime and Aerospace Exhibition - Langkawi - Malaysia
  - NISECEXPO - Nigeria
  - PARIS AIR SHOW - France
  - IAC 74th International Astronautical Congress - Baku - Azerbaijan
  - SENEGAL AIRFORCE FORUM
  - SATELLITE EURASIA INTERNATIONAL CONFERENCE - Kazakhstan
  - EDEX - Cairo - Egypt



- NATIONAL FAIR EVENTS**
- 5th EFFICIENCY AND TECHNOLOGY FAIR - ATO Congressium - Ankara
  - IDEF 23 - İstanbul
  - MILITARY RADAR AND BORDER SECURITY SUMMIT - Ankara
  - DLSS III. MILITARY LOGISTICS SUPPORT SUMMIT - Ankara
  - ESKİŞEHİR INDUSTRY FAIR
  - 7th KONYA DEFENSE INDUSTRY SUPPLIER MEETINGS
  - INNOVATION WEEK - İstanbul
  - CUBE SPACE WORKSHOP - ATO Ankara
  - SAHA - EDGE DEFENSE INDUSTRY MEETING - ATO Ankara
  - IFTE - Atatürk Airport - İstanbul
  - TÜRKİYE-AFRICA 4th BUSINESS AND ECONOMIC FORUM (TABEF)
  - TÜRKSAT NEAR ORBIT AND CUBE SATELLITE WORKSHOP - Ankara



- NGO EVENTS**
- Teknofest İstanbul
  - Teknofest Ankara
  - Teknofest İzmir



- EVENTS ORGANIZED BY INSTITUTIONS**
- REGIONAL CAREER FAIRS (PRESIDENCY OFFICE OF HUMAN RESOURCES) - In 3 Provinces
  - STATE INCENTIVES PROMOTION DAYS (PRESIDENCY OF COMMUNICATIONS) - In 3 Provinces
  - 9th KONYA SCIENCEFEST
  - ANTALYA SCIENCEFEST

# STRONG GOVERNANCE APPROACH

## CORPORATE GOVERNANCE

**WHILE WE ACT AS OUR COUNTRY'S PIONEER IN THE FIELDS OF DEFENSE, AEROSPACE IN LINE WITH OUR MISSION, WE CONTINUE TO RISE IN THE INTERNATIONAL ARENA IN LINE WITH OUR VISION.**

Due to the critical importance of the aerospace sector in which we operate as Turkish Aerospace, we carry out our activities in line with the corporate governance principles of fairness, transparency, accountability and responsibility in a way that does not harm the interests of the right holders and the public. As the pioneer of our country in the field of defense, aerospace in line with our mission, we continue to rise in the international arena in line with our vision. By ensuring maximum compliance with corporate governance principles, we attract financial and human resources to our Company, and by working efficiently, we ensure stable growth by creating long-term economic gains for our shareholders.

Our Board of Directors, our highest management body, consists of 6 members. The decisions taken by our Board of Directors are executed by the President&CEO of our Company. There are three committees reporting to the Board of Directors and one committee reporting to the Directorate General.



# STRONG GOVERNANCE APPROACH

## COMMITTEES

**Corporate Governance Committee:** We established the Corporate Governance Committee in 2015. The purpose of the Committee is to prepare the corporate governance principles that our Company will be subject to and submit them for the approval of our Board of Directors. Our Committee monitors compliance with the corporate governance principles approved by our Board of Directors, carries out improvement activities in this regard and makes recommendations to our Board of Directors.

**Sustainability Committee:** The purpose of the Sustainability Committee is to determine, review and continuously improve sustainability strategies, policies, short, medium and long-term sustainability targets, to adopt a proactive approach by identifying risks in the field of sustainability (environmental, economic, social and corporate issues) and to decide on improvement projects that will increase the Company's sustainability performance.

**Early Detection of Risk Committee:** We established the Early Detection of Risk Committee in 2015. The purpose of the Committee, reporting to the Board of Directors, is to early identify threats that may jeopardize the existence, development and continuity of our Company or opportunities that may positively affect the existence, development and continuity of our Company, and to implement the necessary actions regarding the identified threats and opportunities and to manage the risks.

**Audit Committee:** The purpose of the Audit Committee, which reports to our Board of Directors, is to oversee the effectiveness and adequacy of internal control, risk management and internal audit systems, the functioning of these systems and accounting and reporting systems, and the integrity of the information produced on behalf of the Board of Directors. In order to improve our operations and add value to our work, we conduct our internal audit activities under the supervision of our Board of Directors with an independent and objective approach. We systematically carry out our internal audit activities to evaluate and improve the effectiveness of our enterprise risk management, internal audit and corporate governance processes.

# STRONG GOVERNANCE APPROACH

## ETHICAL PRINCIPLES

### ETHICS AND COMPLIANCE

Turkish Aerospace's expanding indigenous product portfolio and increasing international customer structure require it to comply with many local and international regulations arising from both its customers and the geography in which it operates. Keeping ethical values at the forefront and making them a corporate culture is important for our Company operating in a sensitive sector such as the defense industry, both in terms of ensuring working peace and gaining the trust of our stakeholders and ensuring high ethical standards.

### ETHICAL PRINCIPLES

In 2011, as a company that takes ethical values into account and is aware of its social responsibility, we decided to make ethical sensitivity a corporate culture and to establish an ethical structure within the organization for this purpose. In this context, we published the Business Ethics Policy and Ethics Manual to ensure compliance with ethical principles. Our Ethics Manual is a guiding text that provides information about the basic policies and procedures to be followed in order to carry out commercial activities in accordance with the applicable laws and the law and ethical rules of commercial activities around the principle of respect for the law. The most important purpose of the ethical structuring at Turkish Aerospace is

to bring ethical standards into corporate life within the Company, to provide guidance in internal relations, to harmonize interpersonal relations, to ensure cooperation and business peace, as well as to develop business ethics and lawful behavior in working life, to create and maintain an environment that supports behavior in compliance with all relevant laws and regulations, ethical standards and industrial obligations.

Accordingly, we, as Turkish Aerospace, adopt and implement to conduct business in accordance with the Constitution, laws and regulations of the Republic of Türkiye. Accordingly, our Company carries out its activities in line with the principles of fairness, transparency, accountability and responsibility in a manner that does not harm the interests of the right holders and the public. While carrying out activities and transactions, we keep an equal distance from public institutions and organizations, real and legal persons and non-governmental organizations without any expectation of benefit, and contractual requirements, moral and industrial standard obligations are fulfilled with this sense of responsibility. It is unacceptable under any circumstances to provide or undertake to provide benefits directly or indirectly, unlawfully, in the business and transactions in which Turkish Aerospace is involved. For all our employees who do not show reasonable care in these matters, the most severe sanctions are applied in line with the disciplinary rules of Turkish

Aerospace. All activities and transactions in business life are carried out within the framework of laws and regulations. Accurate, complete and comprehensible information is provided to legal regulatory institutions and organizations in a timely manner. Full and correct utilization of employee personal rights is ensured.

The public documents summarizing the ethical principles of Turkish Aerospace can be accessed from the following addresses:

**Ethical Principles:** <https://www.tusas.com/kurumsal/hakkimizda/etik-ilkelerimiz>

**Ethic Codes:** <https://www.tusas.com/kurumsal/hakkimizda/etik-kodlar>

**Responsibilities:** <https://www.tusas.com/kurumsal/hakkimizda/sorumluluklarimiz>

**Ethics Management:** <https://www.tusas.com/kurumsal/hakkimizda/etik-yonetimi>

At Turkish Aerospace, an "Ethics Hotline", which also allows anonymous reporting, is provided for employees to adopt ethical principles, to monitor compliance with the principles set out in the Ethics Manual in their working lives on an individual basis and to report non-compliance. In addition, third parties also have access to this Ethics Hotline and an environment that also allows anonymous reporting is provided.

# STRONG GOVERNANCE APPROACH

## COMPLIANCE WITH LEGAL REGULATIONS

### ETHICS COMMITTEE AND ETHICS HOTLINE

Our employees are obliged to ensure that incidents that they think are not in line with our corporate values and ethical codes are brought to the agenda within the corporate framework. In this respect, an “Ethics Hotline” 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 Turkish Aerospace can apply to the Ethics Hotline in an environment that also allows anonymous reporting.

The applications made by those concerned regarding ethical incidents that they request to be examined and evaluated are kept strictly confidential. In addition, no action is taken against our employees for their applications and they are not put under any pressure, and disciplinary measures are taken against those who take action or exert pressure. All applications are evaluated without exception by an “**Ethics Committee**” consisting of five members from the senior management of Turkish Aerospace. The Ethics Hotline conducts the necessary investigations on the ethical issues conveyed to the Ethics Hotline, prepares a preliminary opinion on the subject in line with the principles and processes specified in the ethics manual, sends a response to the

relevant persons and transfers the issues conveyed to the Ethics Committee with a report. The Ethics Committee undertakes the duties of conducting the necessary investigations on the ethical issues conveyed to it, contributing to the taking of the necessary decisions in line with the principles and processes specified in the Ethics Manual, and developing opinions and suggestions to increase ethical sensitivity at Turkish Aerospace.

Every year, the Ethics Committee presents to the General Manager the Ethics Committee activities carried out during the year, possible improvements regarding the ethics management process and suggestions that will contribute to the change and development of the corporate culture within the framework of Turkish Aerospace’s goals. In this meeting, the activities to be planned for the following year, the improvement opportunities envisaged in the processes and the necessary measures are evaluated.

## COMPLIANCE

### Protection of Personal Data

In accordance with the Law No. 6698 on the Protection of Personal Data and related legislation, which aims to protect the fundamental rights and freedoms of individuals, especially the right to privacy, in the processing of personal data, Turkish Aerospace acts with the awareness and sensitivity of the responsibility of processing and maintaining personal data. As Turkish Aerospace Industry, care is taken to act in accordance with the Law and the rule of honesty in the processing of personal data.



# STRONG GOVERNANCE APPROACH

## COMPLIANCE WITH LEGAL REGULATIONS

As Turkish Aerospace, care is taken to act in accordance with the Law and the rule of honesty in the processing of personal data.

Turkish Aerospace shows special sensitivity regarding the protection of personal data. Personal data are collected, processed, stored and transferred by taking appropriate measures to ensure the necessary confidentiality. Only persons with legitimate and legal grounds are allowed to see or learn such information.

In this respect;

- **“Personal Data Storage and Destruction Policy”** has been published.

- **“Personal Data Protection and Processing Procedure”** was published.

- **“Procedure for the Protection and Processing of Sensitive Personal Data”** was published.

- For the management of compliance with the Personal Data Protection Authority, the **“Company Personal Data Security Board”** and the **“Company Personal Data Security Sub-Commission”** were established, and **“Unit Personal Data Coordinators”** were appointed with the full and substitute members provided from all Deputy General Directorates and Presidencies at Turkish Aerospace. An inventory of personal data processed at Turkish Aerospace was requested from the Unit Personal Data

Coordinators and efforts were made to create the **“Turkish Aerospace Personal Data Processing Inventory”** in line with the information provided by the Unit Personal Data Coordinators.

- Trainings and meetings with Unit Personal Data Coordinators were organized at various times to raise awareness on Personal Data and Protection.

- Disclosure texts, explicit consent texts and data transfer agreements, which must be prepared within the scope of the Law on the Protection of Personal Data and the relevant legislation, have been prepared and put into effect separately for each purpose.

Currently, legal support is provided for the questions and opinion requests submitted by our relevant units, and utmost care is taken to ensure that Turkish Aerospace complies with the Law on the Protection of Personal Data and related legislation in the business and transactions of Turkish Aerospace.

Turkish Aerospace shows the necessary sensitivity in exercising the rights granted to individuals pursuant to Article 11 of the Law on the Protection of Personal Data and a **“Data Owner Application Form”** has been created at [www.tusas.com/yasal/kvkk](http://www.tusas.com/yasal/kvkk) in order to enable the relevant persons to exercise their rights regarding their personal data and to obtain information.

### Privacy and Security

Turkish Aerospace is aware of the fact that if the information of the Republic of Türkiye, Turkish Aerospace, other stakeholders and third parties is transferred to unauthorized persons and/or if such information is used by such persons, the Republic of Türkiye, Turkish Aerospace, other stakeholders and/or third parties may suffer damages that are very difficult to eliminate, and in this respect, Turkish Aerospace is aware of and pays attention to the importance of the protection of information. Turkish Aerospace uses the information belonging to itself or obtained from third parties only for the purposes of Turkish Aerospace and shares it only with the relevant persons within the framework of the **“Need to Know”** principle within the scope of the specified authorizations. It shows the utmost care and caution in the protection of state secrets within its organization due to its activities.

In this respect, in addition to the information security management system practices being carried out, Turkish Aerospace uses and protects confidential and sensitive information, trade secrets, financial and other information that has not yet been disclosed to the public, information on personnel rights, including, but not limited to, information that it will share with third parties within the scope of projects and programs; within the framework of “confidentiality agreements” concluded with third parties. The “confidentiality agreements” concluded with the parties constitute a guarantee for the confidentiality of our data.

# STRONG GOVERNANCE APPROACH

## COMPLIANCE WITH LEGAL REGULATIONS

Within the framework of the Defense Industry Security Law and related regulations and directives, Turkish Aerospace carries out its activities within the scope of the "Production Permit" and "**Facility Security Certificate**" issued by the Defense Industry National Security Authority following the permission granted with the approval of the Minister of National Defense, and is obliged to comply with the relevant legislation.

In this context, it is determined whether the restrictions stipulated in the legislation are complied with and whether the necessary measures are taken to ensure the security and protection of all kinds of classified information, documents, projects, materials and services of Turkish Aerospace and the places related to them, through announced or unannounced inspections carried out by the Defense Industry National Security Authority once a year in our facilities.

### Compliance with Export Legislation

As Turkish Aerospace, we provide periodic trainings to our employees through in-house and external trainers on compliance with national and international export/import control laws and regulations, including but not limited to the export laws and regulations of the United States of America, the United Kingdom and the European Union.

At the same time, Turkish Aerospace published the "**Export Control Manual**" and the "**Restrictive Regulations - Matters to be Considered Instruction**" document in order to raise the level of awareness within the company, to encourage continuous strict compliance with applicable regulatory requirements and to reduce the risk of export control violations.

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

Turkish Aerospace avoids commercial practices that would put its Business Partners, Subcontractors and Suppliers in a difficult situation or mean their exploitation. Business Partners, Subcontractors and Suppliers are treated fairly and respectfully and due care is taken to fulfill their obligations on time.

We compete with competitors only in legal and ethical areas and avoid unfair competition. In order to treat its Business Partners, Subcontractors and Suppliers equally, Turkish Aerospace has published internal procedures defining the procurement requests, supplier selection and tender processes within the scope of procurement from a domestic or foreign source in accordance with the Company requirements and continues its activities in strict compliance with these procedures.

In this respect, a "**Tender Commission**" is established within Turkish Aerospace to examine the bids of potential Business Partners, Subcontractors and Suppliers and to prepare the tender commission report, and a "**Special Procurement Commission**" is established to evaluate the report submitted by the Tender Commission in terms of technical, administrative and financial conditions.



# STRONG GOVERNANCE APPROACH

## RISK MANAGEMENT

**WE IDENTIFY OUR RISKS IN INTEGRATION WITH OUR PROCESSES, CREATE RISK MANAGEMENT STRATEGIES AND PROACTIVELY MANAGE ALL OUR RISKS IN THE RISK MANAGEMENT SYSTEM TO ENSURE RISK MANAGEMENT ACTIVITY.**



Within the scope of our Enterprise Risk Management Policy, we aim to contribute to corporate sustainability by proactively managing all kinds of 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's Enterprise Risk Management Policy is to contribute to sustainability by proactively managing all kinds of opportunities and threats that the Company may encounter within the scope of its activities 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.

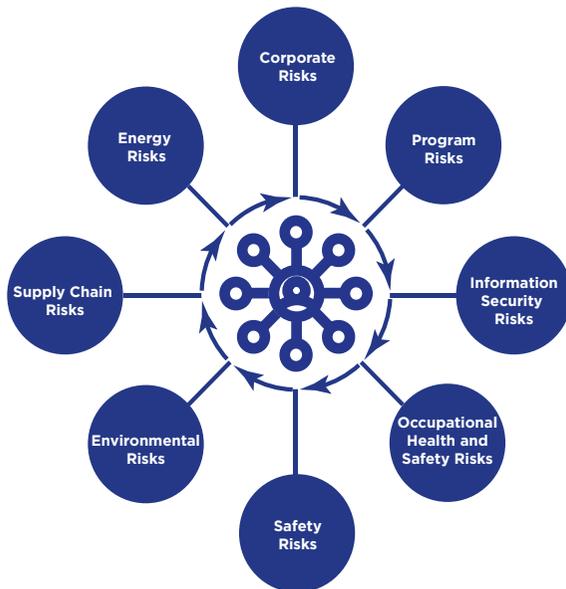
# STRONG GOVERNANCE APPROACH

## RISK MANAGEMENT

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.

At 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 2023, we defined a total of 4,027 risks grouped in 8 different risk classes in the Risk Management System.



### Risks identified for each risk class in 2023:

<b>Enterprise Risks:</b> 445
<b>Safety Risks:</b> 72
<b>OHS Risks:</b> 1,913
<b>Information Security Risks:</b> 108
<b>Program Risks:</b> 383
<b>Supply Chain Risks:</b> 118
<b>Energy Risks:</b> 9
<b>Environmental Risks:</b> 979



# STRONG GOVERNANCE APPROACH

## RISK MANAGEMENT

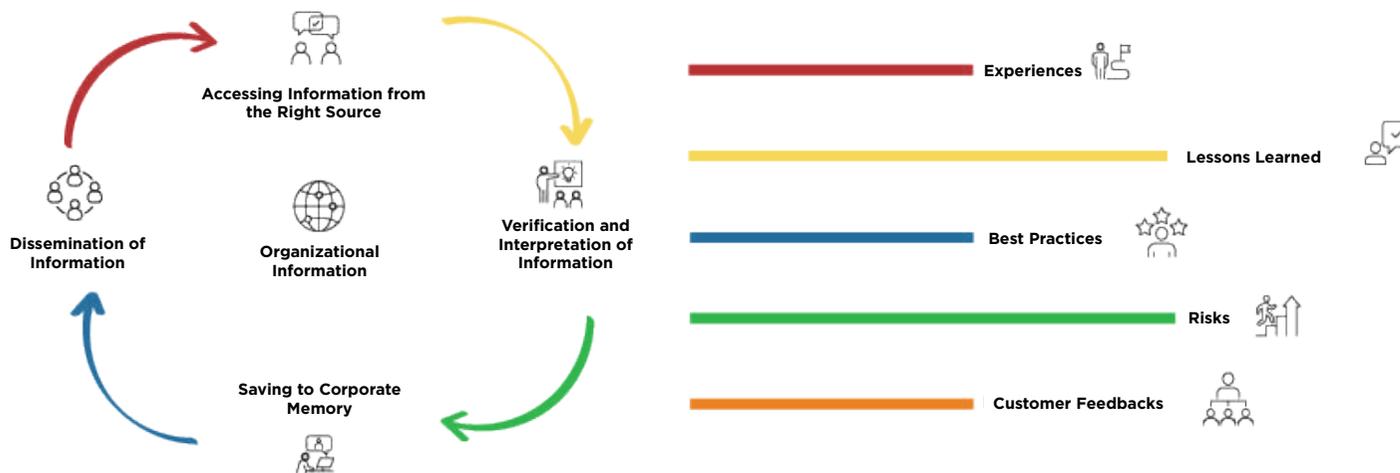
IN ORDER TO ENSURE BUSINESS CONTINUITY IN OUR COMPANY, WE ESTABLISHED OUR BUSINESS CONTINUITY TEAM BY SELECTING MEMBERS FROM OUR DIFFERENT DEPARTMENTS. WE PERIODICALLY ORGANIZE BUSINESS CONTINUITY TEAM MEETINGS TO REVIEW SCENARIOS AND PLAN NEW SCENARIOS.

### Business Continuity

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 subcontracting 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 the proactive and reactive strategies we will implement 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 2023, 148 experiences were defined in the Experience Sharing Platform.

# STRONG GOVERNANCE APPROACH

## PROCESS MANAGEMENT

**WE EFFECTIVELY MANAGE ALL OUR PROCESSES THROUGH THE “ENTERPRISE PROCESS MANAGEMENT SYSTEM” WE HAVE ESTABLISHED WITH THE APPROACH OF MANAGEMENT BY PROCESSES.**

We have designed our Enterprise Process Management System to include our 14 main processes in all operational, managerial and support categories of strategic importance, sub-processes and activities of these processes, suppliers, inputs and outputs, customers, resources, process owners and responsible persons. In our Enterprise Process Management System, we use our performance indicators, targets and actions for process performance indicators that deviate from the target, to identify risks and opportunities of the process and to establish the relationships between the processes.

With the process teams established in all processes where we carry out our activities with the management by processes approach, we come together at regular intervals to establish the standards of the processes in our Company, to ensure that they are updated according to the conditions of the day, and to monitor and verify compliance with the relevant standards. We define new processes and update our existing processes in line with our needs.

Within the scope of our process management awareness activities, 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 apply the visual works presented in the in-house buildings and also prepared below on-screen savers and totems in order to raise awareness among our employees.



In 2023, out of a total of 2,642 suggestions defined by employees in the Suggestion System, 1,819 were accepted and rewarded.

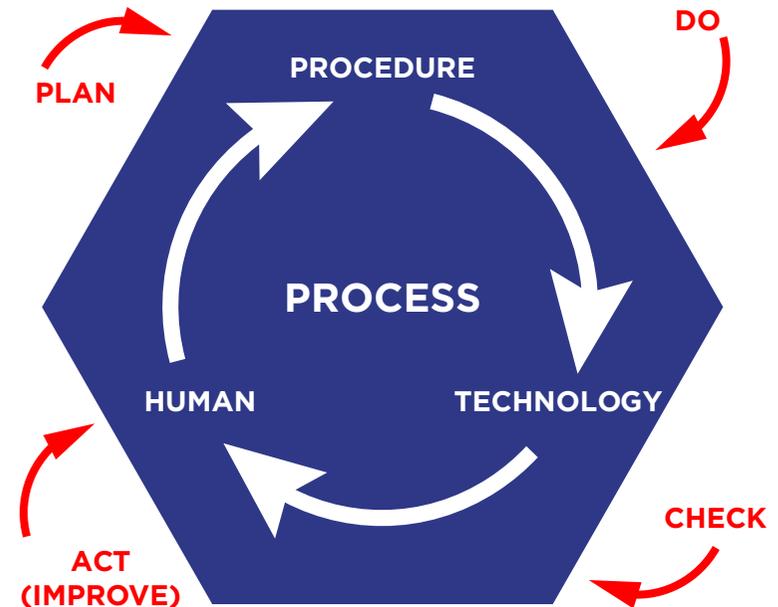
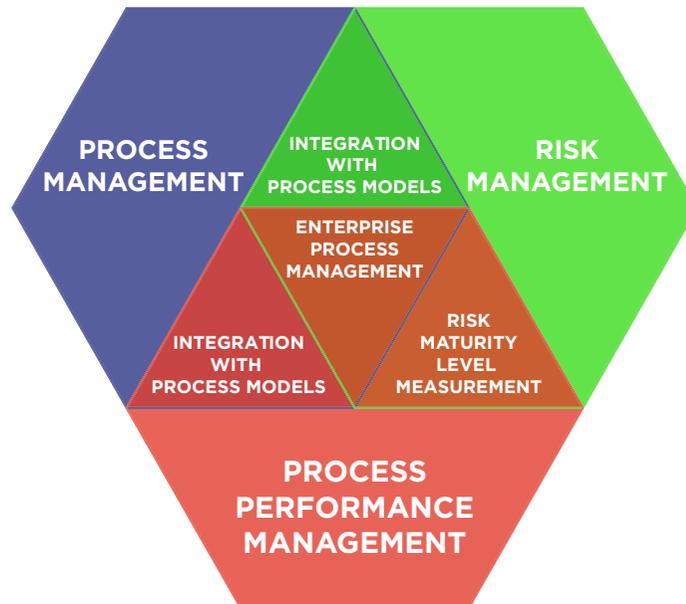
# STRONG GOVERNANCE APPROACH

## PROCESS MANAGEMENT

### PROCESS IMPROVEMENT STUDIES

**WE IDENTIFY THE AREAS THAT NEED TO BE IMPROVED AND FOCUSED ON IN OUR EXISTING PROCESSES, AND WE ATTACH IMPORTANCE TO CONTINUOUS IMPROVEMENT EFFORTS BY ESTABLISHING PROCESS IMPROVEMENT TEAMS.**

We manage our corporate processes with a continuous improvement approach through the **Plan-Do-Check-Act (PDCA) Cycle**. We also collect suggestions for improvement from employees through the Suggestion System and surveys and carry out evaluation and commissioning activities.



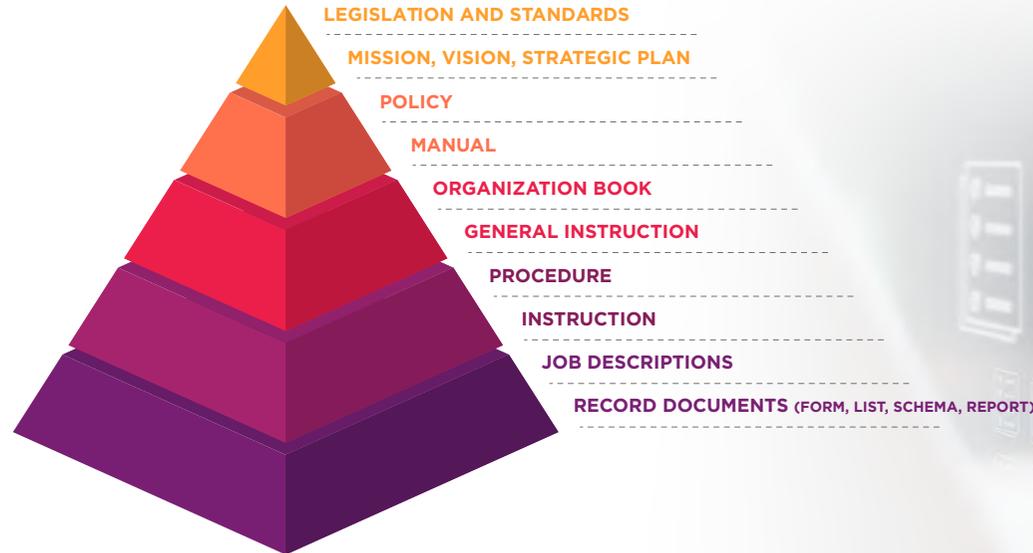
# STRONG GOVERNANCE APPROACH

## DOCUMENT MANAGEMENT

In line with the requirements of the Management Systems and national and international rules and standards, approximately 1,000 documents were published during the year within the scope of the efforts carried out to provide access to the corporate documents in which the Company's managerial, operational and support processes are managed in a digital environment to include up-to-date organization and practices.

We made presentations to senior managers and Corporate Document Unit Coordinators on approval process improvements within the scope of Corporate Document Management Process awareness studies. We created an infrastructure to classify corporate documents according to APQC processes in the American Productivity & Quality Center (APQC) Aerospace and Defense Industry and Process Classification Structure compliance status comparison studies. We matched published corporate documents with basic and sub-processes and defined them in the Enterprise Process Management System.

### ENTERPRISE DOCUMENT MANAGEMENT DOCUMENT HIERARCHY STRUCTURE



We resolved all 34 notifications opened in 2023 within the scope of the Voluntary Notification System (VNS), which allows notifications to be made in cases where there are situations / situations in which work is not carried out in accordance with the corporate documents in force or if the practices are not defined in the corporate documents.

# ENVIRONMENTAL APPROACH

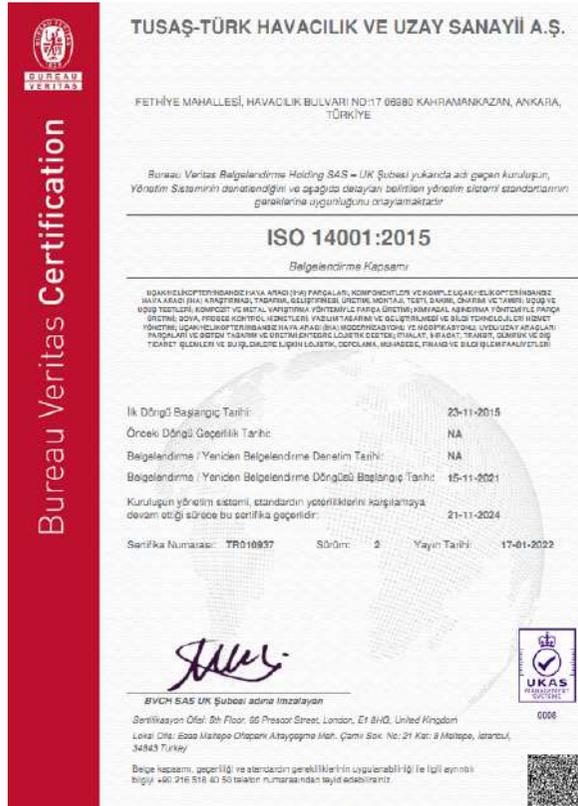
## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE PRACTICES

AS TURKISH AEROSPACE, BY SUPPORTING ENVIRONMENTAL SUSTAINABILITY, ENSURING EFFICIENT USE OF RESOURCES, PREVENTING ENVIRONMENTAL POLLUTION, COMBATING CLIMATE CHANGE, REDUCING GREENHOUSE GAS AND CARBON FOOTPRINT EMISSIONS, WE ARE WORKING AND DEVELOPING NEW PROJECTS TO IMPROVE OUR PERFORMANCE BY CONTRIBUTING TO THE CIRCULAR ECONOMY, ADOPTING THE PRINCIPLE OF ZERO WASTE AND COMPLYING WITH NEW REGULATIONS.

### ISO 14001 ENVIRONMENTAL MANAGEMENT SYSTEM

Our Environment and Climate Change Policy has been approved by our Board of Directors.

Our Company has an Environmental Permit for “Wastewater Discharge” and “Air Emission” valid until January 25, 2027. We carry out our activities in accordance with the Facility Permit Conditions specified in the Environmental Permit Certificate.



On November 23, 2015, our Company was awarded the ISO 14001 Environmental Management System Certificate and successfully completed the 2nd Interim Control Audit conducted by the accredited organization Bureau Veritas between December 4-5, 2023.

Within the framework of the Sustainable Development Goals, our Water Policy has been established to ensure sustainable water management.

# ENVIRONMENTAL APPROACH

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE PRACTICES

Compliance obligations (legal requirements, contracts with other parties, agreements, etc.) related to environmental aspects, expectations of relevant parties and internal/external issues have been determined and their currency is monitored.

The necessary declarations and notification obligations are realized within the periods specified in the legislation.

Legal measurements and analyzes (wastewater, emission, waste) are carried out at the periods specified in the environmental legislation.

Requirements such as the Environmental Law, 36 regulations, 17 communiqués and notified Customer Requirement Documents are monitored through the Environmental Compliance Obligations Monitoring and Evaluation Form.

### ENVIRONMENTAL OBJECTIVES

In order to monitor 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. Environmental targets are set by making sure that the targets

are measurable, traceable, achievable and related to the environmental impacts likely to arise from the dimensions of the processes. In addition, factors such as legal and other requirements, environmental and climate change policy, and expectations of interested parties are also taken into consideration during the target setting phase.

### OUR STEPS TOWARDS ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE

In Q2 2021, the Ministry of Trade published the Green Deal Action Plan. The plan includes strategic objectives covering Carbon Border Adjustment Mechanism, 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 the light of all these national and international developments, we identify risks and opportunities related to climate change and incorporate them into the business strategy and finance processes of Turkish Aerospace, aiming to reduce carbon emissions from production, design, product use, supplier sourcing, etc.

# ENVIRONMENTAL APPROACH

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE PRACTICES

In this context, **ISO 14064:2018 Corporate Greenhouse Gas Calculations and Verification and Carbon Disclosure Project (CDP) Reporting Climate Change and Water Security Reporting** studies were carried out in 2023. Climate Change and Water Security reports were prepared and uploaded to the CDP Online Survey System on July 24, 2023. In the Climate Change category, our Company received a score (B) above the global average in its sector.

In the Water Security Module, it received a score (B) above the global and European average in its sector.

At the Sustainability Committee Meetings, information was shared about the ISO 14064:2018 Greenhouse Gas Emissions Calculation and Verification process and Carbon Disclosure Project (CDP) Climate Change and Water Security Reporting.

The current situation of our company was presented and the actions to be taken within the scope of international developments such as the Paris Climate Agreement and the European Green Deal were detailed.



# ENVIRONMENTAL APPROACH

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE PRACTICES CDP CLIMATE CHANGE MODULE SCORING RESULTS

### CDP SCORE



### AVERAGE PERFORMANCE



TRANSPORTATION EQUIPMENT

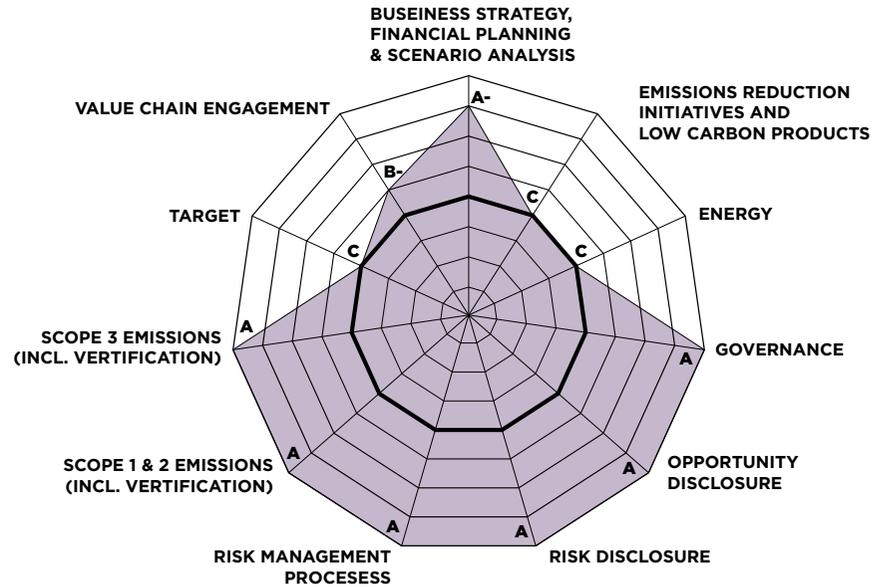


EUROPE

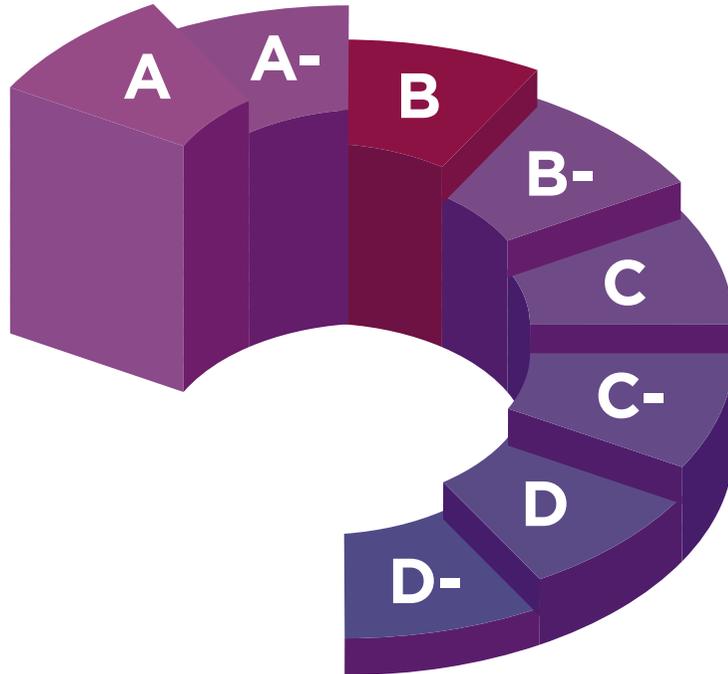


GLOBAL AVERAGE

### EGORY SCORES



### UNDERSTANDING YOUR SCORE REPORT



**TÜRK HAVACILIK VE UZAY SANAYİ A.Ş** received a B which is in the Management band. This is the same as the Europe regional average of B, and the same as the Transportation equipment sector average of B.

- Leadership (A/A-):** Implementing current best practices
- Management (B/B-):** Taking coordinated action on climate issues
- Awareness (C/C-):** Knowledge of impacts on, and of, climate issues
- Disclosure (D/D-):** Transparent about climate issues

# ENVIRONMENTAL APPROACH

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE PRACTICES CDP WATER SAFETY MODULE SCORING RESULTS

### CDP SCORE



### AVERAGE PERFORMANCE



TRANSPORTATION EQUIPMENT



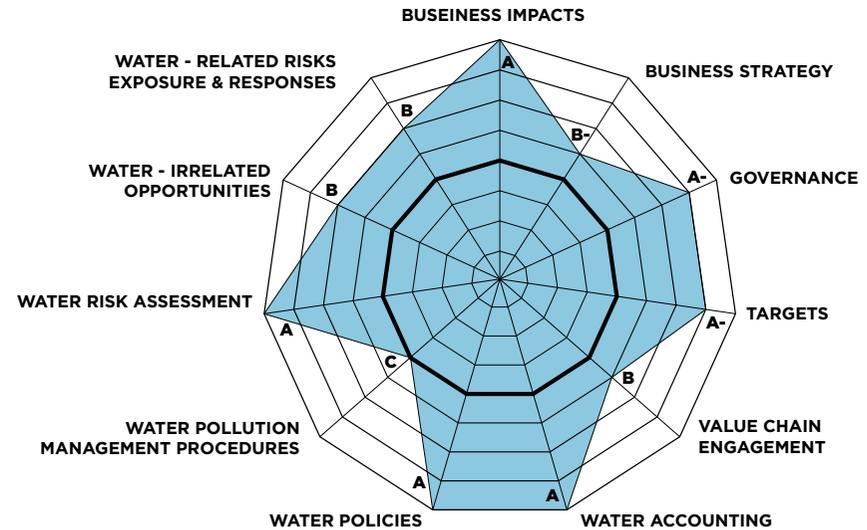
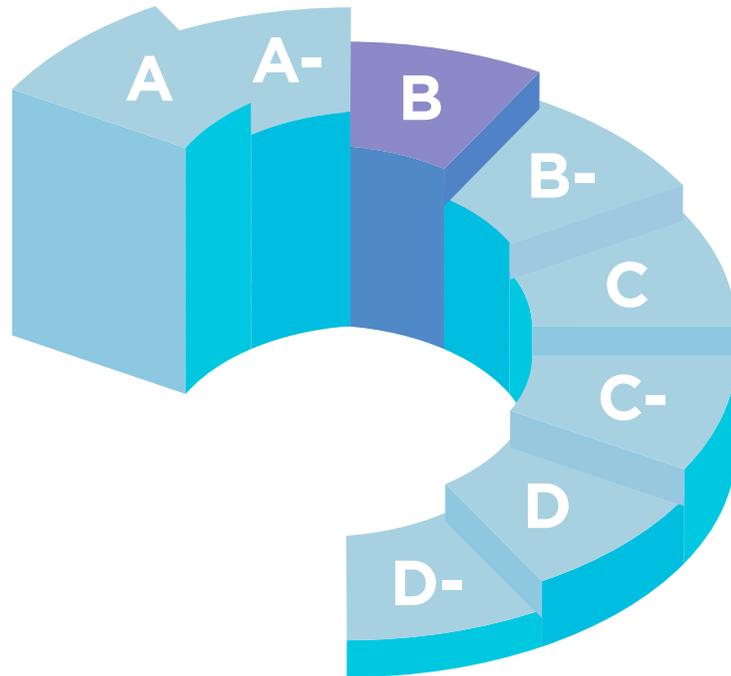
EUROPE



GLOBAL AVERAGE

### EGORY SCORES

### UNDERSTANDING YOUR SCORE REPORT



TÜRK HAVACILIK VE UZAY SANAYİ A.Ş received a B which is in the Management band. This is the higher than the Europe regional average of C, and higher than the Transportation equipment sector average of B-.

- Leadership (A/A-):** Implementing current best practices
- Management (B/B-):** Taking coordinated action on water issues
- Awareness (C/C-):** Knowledge of impacts on, and of, water issues
- Disclosure (D/D-):** Transparent about water issues

# ENVIRONMENTAL APPROACH

## ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE PRACTICES CDP VALUE CHAIN ASSESSMENT MODULE SCORING RESULTS

### SER



### AVERAGE PERFORMANCE



TRANSPORTATION EQUIPMENT

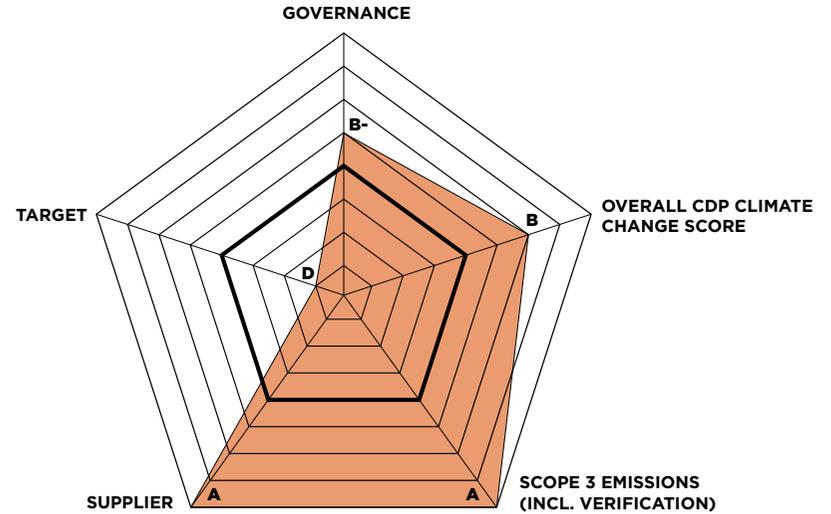


EUROPE

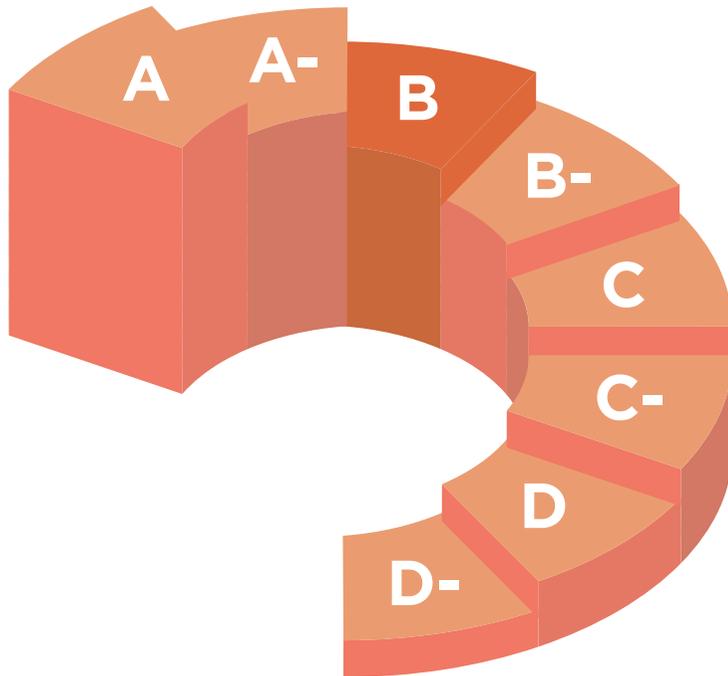


GLOBAL AVERAGE

### CATEGORY SCORES



### UNDERSTANDING YOUR SCORE REPORT



TÜRK HAVACILIK VE UZAY SANAYİ A.Ş received a B which is in the Management band. This is higher than the Europe regional average of B-, and higher than the Transportation equipment sector average of B-.

- Leadership (A/A-):** Implementing current best practices
- Management (B/B-):** Taking coordinated action on supplier engagement issues
- Awareness (C/C-):** Knowledge of impacts on, and of, supplier engagement issues
- Disclosure (D/D-):** Transparent about supplier engagement issues

# ENVIRONMENTAL APPROACH

## AIR QUALITY AND GREENHOUSE GAS STUDIES

### FLUE GAS EMISSIONS

Within the scope of the Regulation on the Control of Industrial Air Pollution, emission confirmation measurements are carried out every two years at the emission sources located within the factory site of our Company.

Our measures taken within the scope of reducing and/or preventing emissions are as follows:

- There are **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 plant**, the majority of the electricity need in the factory area is met from natural gas, reducing the amount of electricity taken from the grid. In addition, hot **water and steam are produced by utilizing the waste heat** in the facility.
- **Water washing systems (scrubbers), activated carbon filters and other air filters** are used to capture the volatile organic

carbons released in the dyeing units in the production line.

- **Efforts are underway to expand the use of water-based paint** instead of solvent in new painting line projects.
- Emissions from process tanks containing inorganic chemicals are vented to the atmosphere after passing through **aqueous washing systems**.
- Emissions from process tanks containing organic chemicals are vented to the atmosphere after **regenerative activated carbon treatment systems**.
- Dust-containing systems are also captured by **bag dust collector filters**.
- Regenerative Thermal Oxidation (RTO) systems have been installed in the newly built dyeing plants, **reducing volatile organic compounds (VOC) and odor-causing emissions by 95%**.

### CALCULATING AND REPORTING GREENHOUSE GAS EMISSIONS (MRV)

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 the verification report for combustion-induced greenhouse gas emissions caused by emission sources and submit it to the Ministry of Environment, Urbanization and Climate Change. Verification studies for 2023 were initiated by the accredited company and were completed in May 2024. The Greenhouse Gas Emission Amount for 2023 is 0.16 tCO<sub>2</sub>e/(m<sup>2</sup>). A reduction of 16% in carbon footprint was achieved between 2016-2023.

# ENVIRONMENTAL APPROACH

## WATER MANAGEMENT

The main objective of water resources management at Turkish Aerospace is to use water resources effectively and efficiently, and the principle of water conservation is taken into consideration in all activities. The management and efficient use of water resources in our company is handled holistically in accordance with the principles of sustainability.

Additional water consumption is prevented by using the wastewater treated at the Domestic Wastewater Treatment Plant in garden irrigation processes by meeting the relevant irrigation water quality parameters.

Within the scope of efficient use of water resources in Turkish Aerospace, the following activities are being carried out:

- 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 **SCADA system**. In 2023,

we installed water meters in the new buildings added and integrated them into the SCADA system.

- We prefer **dry type industrial systems and equipment** that do not require water consumption in production.
- By installing the cooling water conditioning automation system, we continue to **optimize chemical consumption and blowdown water**.
- We continue to design projects to recover approximately 85% of the wastewater from machinery, benches and equipment through on-site recovery systems (**Zero Liquid Discharge (ZLD) systems**).
- We implement **dry landscaping practices** to reduce the amount of water used in irrigation.
- **We use wastewater** treated at the domestic wastewater treatment plant as irrigation water and recover a **significant amount of water**.

# ENVIRONMENTAL APPROACH

## WATER MANAGEMENT

### DRINKING WATER TREATMENT PLANT

A total of 1,692,000 m<sup>3</sup> of water was treated in our drinking water treatment plant in 2023.

### INDUSTRIAL WASTE PRE-TREATMENT PLANT

In our Industrial Pretreatment Plant, a total of 83,548 m<sup>3</sup> of industrial wastewater was treated in 2023, including 71,086 m<sup>3</sup> acid and 12,462 m<sup>3</sup> caustic wastewater.

### DOMESTIC WASTEWATER TREATMENT PLANT

We use the wastewater treated at the Domestic Wastewater Treatment Plant as irrigation water. Samples are taken from the wastewater treatment plant outlet every month at two-week intervals by an accredited laboratory and an analysis report is prepared. The analysis results meet the legislative limit values. Wastewater data and recovery rates between 2019-2023 are presented in the table below.

Water Consumption Data for 2023

(m <sup>3</sup> )	2019	2020	2021	2022	2023
<b>Total Raw Water Treated</b>	1,248,840	1,374,600	1,485,460	1,529,700	1,692,310

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> )
2019	387,485	41,890	%11	40.88
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	19.43

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

\*\*2023 data was verified in August 2024 within the scope of ISO14046:2014 Water Footprint.

# ENVIRONMENTAL APPROACH

## WATER MANAGEMENT

### EFFORTS CARRIED OUT WITHIN THE SCOPE OF WATER MANAGEMENT

We have been carrying out Drinking and Domestic Water Network Measurement and **SCADA System** Installation works in the factory and lodging area of Turkish Aerospace. Measurement and monitoring of a total of 80 buildings, including production buildings and lodgings, are instantly monitored through the system. In this way, it is aimed to evaluate the amount of water consumption on a building basis and to create a “water consumption map” by revealing which processes need to be improved in order to reduce water consumption and use water resources effectively.

With the SCADA system installed, consumption data can be viewed daily, weekly and monthly. Location, operating status, daily, monthly and annual graphs of each meter are included in the system.

With this automation system, our Company ensures early detection of any leakage or leakage caused by malfunctioning and breakage of pipelines throughout the water distribution network.

Since the installation of the meters, approximately 40,000 m<sup>3</sup> of water wastage has been prevented

annually by monitoring the meter located in the Aviation Organized Industrial Zone (HOSB). In order to optimize chemical dosing in cooling towers, we implemented a digital control system called **3D TRASAR**, which is used in light industrial cooling water applications, to automate cooling water conditioning. In this context our number of control systems is 9.

In 2023, at 9 points where automation was implemented, there was a **30% reduction** in wastewater going to bluff compared to 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 metal plates. We installed the **Zero Liquid Discharge (ZLD) system** for wastewater from this system.

Zero Liquid Discharge 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. The system is not based on a single technology, but is designed specifically for the desired process with various combinations of many advanced treatment technologies.

Installed in 2022 for surface treatment water from degreasing, the ZLD system 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 vacuum evaporator with a heat pump, 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 is the first high capacity facility in Türkiye.**

The installed facility ensures that wastewater is treated and recycled back into the system, saving approximately 15,000 m<sup>3</sup> of water annually. Compared to conventional treatment systems, the amount of chemicals to be used for wastewater treatment in the ZLD system is 70%-90% less.

In 2023, the **Wastewater Recovery Plant**, which operates on the principle of zero liquid discharge, was commissioned for the recovery of wastewater from Copper Plating and Nital Etch processes. The wastewater recovery plant consists of vacuum evaporator and reverse osmosis systems.



# ENVIRONMENTAL APPROACH

## WASTE MANAGEMENT

As Turkish Aerospace, we accept the prevention and/or minimization of the amount of waste within the framework of the life cycle as the basic understanding of the waste management system. In cases where waste generation is unavoidable, we aim to reuse, recycle and recover the waste through other processes to obtain secondary raw materials, use it as an energy source or dispose of it.

Hazardous waste, recyclable waste and scrap materials collected throughout the Company are temporarily stored and sent to recovery/disposal facilities. In line with the zero-waste philosophy, scrap materials are primarily utilized within the Company.

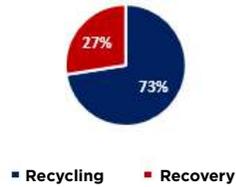
With our waste management system, we collected approximately 10,265 tons of hazardous and non-hazardous waste in 2023.

In 2023, the total amount of waste generated per capita will decrease by 38% compared to 2016. The distribution of hazardous and non-hazardous wastes according to waste treatment methods is presented in the graphs below. In 2023, 99% of the waste generated was recycled/recovered<sup>1</sup>

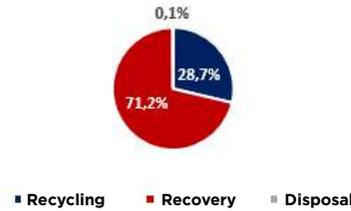
2023 Waste Distribution by Type (%)



2023 Non-Hazardous Waste Distribution by Waste Processing Method (%)



2023 Hazardous Wastes Distribution by Waste Processing Method (%)



## ZERO WASTE PRACTICES AND GAINS

We started the **Zero Waste Project** in March 2019 with the aim of using resources efficiently, reducing the amount of waste generated, establishing an effective waste collection system and ensuring the recovery / recycling of waste. **Turkish Aerospace was the first company among industrial organizations in Türkiye to receive the Basic Level Zero Waste Certificate issued by the Ministry of Environment, Urbanization and Climate Change.** Our Zero Waste Certificate was received on 30.01.2020 and is valid until 30.01.2025.



T.C.  
ANKARA VALİLİĞİ  
Çevre ve Şehircilik İl Müdürlüğü



Belge No: TS/6/B2/15/1

Tarih: 30/01/2020

### SIFIR ATIK BELGESİ (Temel Seviye)

Adı : TUSAŞ- TÜRK HAVACILIK VE UZAY SAN. A.Ş.  
Adresi : ANKARA, FETHİYE Mahallesi, KÖY İÇİ KÜME EVLER, No: 17., KAHRAMANKAZAN, Türkiye  
Vergi No : 8720013736

12/07/2019 tarihli ve 30829 sayılı Resmî Gazete'de yayımlanarak yürürlüğe giren Sıfır Atık Yönetmeliği'nin Sıfır Atık Yönetim Sistemi'ni kullanarak Sıfır Atık Belgesi'ni almaya hak kazanmıştır.

Belge Son Geçerlilik Tarihi: 30/01/2025

imzalıdır  
Ali Vedat ÇİFTÇİ  
Çevre ve Şehircilik İl Müdürü

<sup>1</sup>Recovery: The conversion of wastes into another product or energy through certain processes in order to replace materials used in the market or in a facility (e.g. obtaining biogas from organic wastes).  
Recycling: Waste recovery process in which wastes are processed into products and materials and reincorporated into the production process (e.g. paper waste is processed and reused in paper production).  
Disposal: The elimination/destruction of wastes by methods such as incineration or burial in the ground in cases where recovery cannot be achieved.

# ENVIRONMENTAL APPROACH

## WASTE MANAGEMENT

### ZERO WASTE PRACTICES AND GAINS

We carry out activities within the scope of the Zero Waste Management System within the framework of the Turkish Aerospace Zero Waste Management Plan with an awareness of sustainability and circular economy. Our Zero Waste practices are as follows:

- **We recycle and recover 99% of the waste** generated under the Zero Waste Project.
- **We utilize** organic waste, which is leftover food, at the Turkish Aerospace **Pet Shelter** located on the Turkish Aerospace Campus **and use it to meet the food needs of stray animals.**
- We distribute **agendas made of recyclable paper materials** to our new employees.
- We make internal announcements via e-mail and SMS instead of printed materials.
- We carry out Zero Waste awareness raising and awareness activities.
- Using wood and metal materials from the scrap yard, we built 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 2023, we reused a total of 16,760 kg of surplus products (computer equipment, cabinets, safes, crates, chests, tables, metal parts, etc.) within the factory.

Looking at the monthly distribution of wastes collected through the Zero Waste Management System in 2023, it is seen that the amount of recyclable waste has increased.

The gains obtained in 2023 by collecting non-hazardous wastes separately at source and recycling them are presented in the table below.

#### Gains Achieved through Zero Waste Management System in 2023\*

Waste Type	Storage Space Gain (m <sup>3</sup> )	Energy Saving (MWh)	Greenhouse Gas Emission Reduction (tons)	Saved Tree (pcs)	Oil (barrel)	Raw Material Savings (tons)
Glass	73.31	2.05	1.47	-	-	58.65
Paper	536.21	879.38	37.96	3,646	-	-
Plastic	467.03	1,172.45	8.33	-	3,309	-
Metal	87.44	18.71	2.77	-	-	37.89
<b>TOTAL</b>	<b>1,163.99</b>	<b>2,072.59</b>	<b>50.53</b>	<b>3,646</b>	<b>3,309</b>	<b>96.54</b>

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

# ENVIRONMENTAL APPROACH

## WASTE MANAGEMENT

### TRANSPORTATION ACTIVITIES OF DANGEROUS GOODS

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.

T.C. ULAŞTIRMA VE ALTYAPI BAKANLIĞI ULAŞTIRMA HİZMETLERİ DÜZENLEME GENEL MÜDÜRLÜĞÜ		
TEHLİKELİ MADDE FAALİYET BELGESİNİN		
VERİLİŞ TARİHİ	GEÇERLİLİK TARİHİ	U.NET NO
16/03/2020	15/03/2025	ANK ULHET TPTB/04641 292842
FAALİYET KONUSU		
ALICI-BOĞAL-TANIDOLUNAN-GÖNDEREN-PARTEYLEYEN-TAŞIMACI-YÖKLEYEN		
TEHLİKELİ MADDE FAALİYET BELGESİ SAHİBİ		
TİCARİ UNVANI	TUSAŞ-TÜRK HAVACILIK VE UZAY ŞİRKETİ A.Ş.	
ADRES	FETHİYE MAH. HAVACILIK BULVARI NO:37 KATRAMAKAZAN/ANKARA	
TİCARET SİCİL NO	071 KAZAN	
VERGİ DAİRESİ NO	HİTİT / 0720013730	

Bu belge, Tehlikeli Maddelerin Karayoluyla Taahhüdü Hakkında Yönetmeliğin 61 nci maddesinin 1. fıkrasının (a) bendi kapsamında düzenlenmiştir.

Bu belgeyi doğrulamak için: <https://www.tusaas.gov.tr/tehlkeli-madde-ulastrma-ve-altyapi-bakanligi-ulastrma-hizmetleri-duzenleme-genel-mudurlugu> adresine ulaşarak belge doğrulama işlemini yapabilirsiniz. Her yıl bir kez belgenin geçerliliğini kontrol etmelisiniz.

# ENVIRONMENTAL APPROACH

## ENVIRONMENTAL AWARENESS

### GREEN FLAG LEAGUE

We launched the Green Flag League, a fun and competitive practice, on June 5, 2020, World Environment Day, with the aim of ensuring waste reduction across the company, raising environmental awareness and raising the level of awareness. We evaluate our employees affiliated to the directorates according to 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, and as a result of the scoring every three months, we determine the ranking of the departments in the league. In this way, while competing with each other, we also increase the level of environmental awareness and consciousness. While the departments in the green category take care to maintain their positions in the following periods, the departments in the yellow and red categories work harder to reach the green level. The score statuses of the directorates are published on our Company's in-house web portal so that we can keep track of the current status of the departments.

In the Green Flag League, scoring is done every semester. At the end of the semester, the top three departments receive an Environmental Achievement Certificate and the first-place department receives a Green Flag. The first-place department keeps the flag until the next scoring period.

### 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; our Company has six different environmental training modules: Environmental Audits and Environmental Obligations, Environmental Awareness and Environmental Management System, Zero Waste Management, ISO 14001 Environmental Management System and Environmental Information Forms, ISO 14064 Greenhouse Gas Emissions and Corporate Carbon Footprint Information Training and General Awareness and Safety Training on the Transportation of Dangerous Goods by Road.

### CORPORATE COMMUNICATION ACTIVITIES

Activities are carried out to raise environmental awareness and draw attention to important issues such as sustainability, climate change, circular economy, resource efficiency and zero waste. In this context, within the scope of the June 5 World Environment Day activities in 2023, awareness activities were carried out with the themes of "Climate Change", "Carbon Footprint", "Waste Management", "Water Saving", "Natural Resource Use". In addition, our Company evaluates environmental proposals and conducts environmental awareness surveys.





# ENVIRONMENTAL APPROACH

## DIGITALIZATION EFFORTS

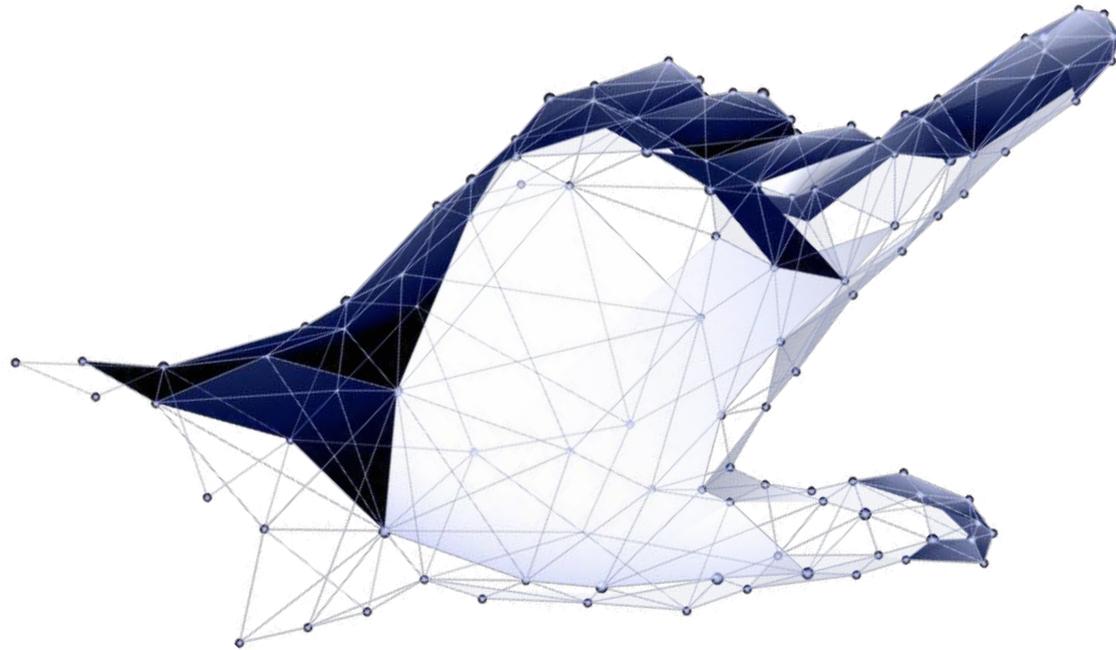
### 3D TRASAR SYSTEM

In order to optimize chemical dosing in cooling towers, a digital control system called 3D TRASAR, which is used in light industrial cooling water applications, was implemented and automation of cooling water conditioning was ensured. In this context, these systems operate at 9 different points. With this control system, parameters such as ORP (Oxidation Reduction Potential), conductivity and chemicals such as inhibitors and biocides are measured and the system is optimized.

For the relevant parameters that are outside the set limits, the 3D Trasar system sends e-mails to the defined users together with the relevant graphics explaining the alarms, current status and conditions from the database it collects 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 2023, 3,375 m<sup>3</sup> of water was discharged directly to the wastewater treatment system through blowdown valves of cooling water systems, resulting in a 33% improvement in the amount of blowdown water going to wastewater.

Considering processes such as ISO 14001 Environmental Management System applications, corporate carbon footprint studies, waste and hazardous material transportation, a needs analysis was conducted in 2023 and plans were made for the new period digitalization studies for 2024.



# ENVIRONMENTAL APPROACH

## RESPECT FOR BIODIVERSITY

### OUR MEASURES TAKEN TO PROTECT BIODIVERSITY

Preserving biodiversity is very important not only because of its inherent value, but also because it provides us with clean air, potable water, quality soil and crop pollination. With this awareness, we at Turkish Aerospace attach importance to the protection of biodiversity in our fight against climate change and take various measures in this context.

- Since it is a perennial plant, we prefer rose varieties that are completely local, suitable for the climate of the region and grafted, which are important for sustainability.
- In order to contribute to biodiversity, we added 4 more rose varieties to our list this year.
- This year we planted a total of 2,142 roses.
- By planting a total of 18,392 roses, we realize our goal of one rose for each employee.
- We use 12 different types of roses in the Turkish Aerospace campus.



When determining the species, we take into account criteria such as being endemic and suitable for seasonal conditions.

- Of the approximately 10,000 plant species growing in Türkiye, there are approximately 3,000 endemic species and the following plants are among the endemic species found on the Turkish Aerospace campus. A total of 177,000 trees and shrubs are located inside the factory and in the Social Facilities Area.
- While planting in our facility, we aim to contribute to biodiversity by preferring endemic species specific to our country.

### OUR STRATEGIC GOALS FOR INCREASING BIODIVERSITY

- AKSUNGUR, produced by Turkish Aerospace, provides fire warning services to the General Directorate of Forestry in various regions of Türkiye.
- We continue our efforts to receive free saplings from the General Directorate of Forestry and plant them
- Last year we planted 6,000 saplings and next year we aim to plant 7,000 plants.
- In order to contribute to sustainability and biodiversity, we have grown 2 of the world's fastest growing tree, Paulownia, known as the kiri tree, in the Social Facilities area. Reaching a height of 30 meters, Paulownia can withstand very harsh climates as well as very high temperatures. Another peculiar feature of Paulownia is that it is practically not subject to attacks by termites, insects and various parasites.

As for the plant's contribution to the environment, Paulownia has been found to be the tree with the highest carbon dioxide absorption in the world. Reservoirs that have the ability to accumulate carbon, where the amount of carbon dioxide they hold is higher than the amount of carbon dioxide they emit, are called "**Carbon Sinks**". In the coming years, we will carry out the necessary work to spread this tree to more areas on our campus.

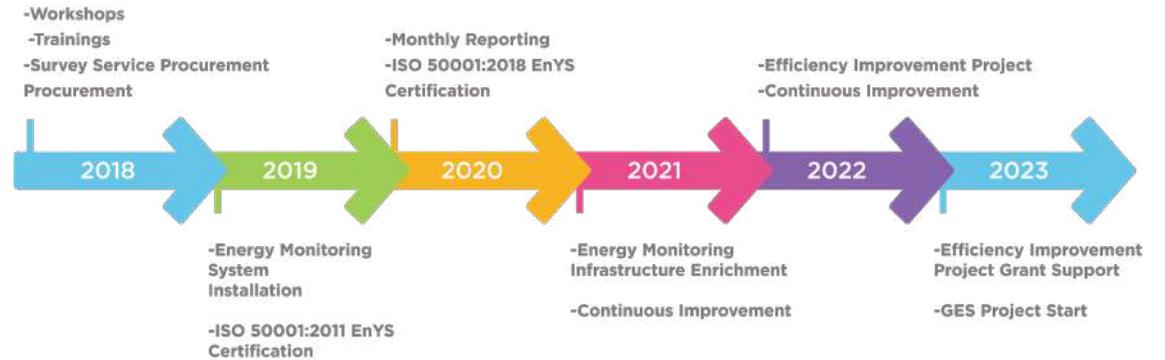


# ENVIRONMENTAL APPROACH

## ENERGY MANAGEMENT

Turkish Aerospace aims to use energy effectively and continuously improve its energy performance by establishing and maintaining the TS EN ISO 50001:2018 Energy Management System.

As Turkish Aerospace, we aim to continuously improve our company's energy performance and reduce energy costs, raise the awareness of company stakeholders on energy efficiency, and promote and ensure the long-term environmental and economic sustainability of our operations.



## ENERGY AND INFRASTRUCTURE INTEGRATION ACTIVITIES

Work to establish an Energy Management System at Turkish Aerospace started in 2018, and ISO 50001 Energy Management System studies are being carried out.

### ISO 50001 Energy Management System Certificate

- ISO 50001:2011 Energy Management System audits were conducted in two stages by BSI (British Standards Institution). Turkish Aerospace was entitled to receive this certificate, which is held by a limited number of aviation companies in the world, during the first certification process and without any findings. With the follow-up audits, it was proven that the process is still being carried out effectively and the ISO50001-2018 certificate audit was successfully completed in October 2023.

- Unlike the 2011 version, ISO 50001:2018 Energy Management System standard includes the activities of assessing risks and opportunities. With the identification of risks and opportunities, assurance will be provided that the Energy Management System can realize the desired results and unwanted effects will be reduced. This process is carried out with the Energy Risks module created in the Risk Management System.
- A Management Representative was appointed with the commitment of the senior management, and an Energy Working Group was established to work in coordination with the departments related to the process. Meetings of the Energy Working Group are organized every 2 months and evaluations are made on the current energy performance of the Company.
- Our Energy Policy, which commits to continuous improvement, the use of information and necessary resources, compliance with legal and other conditions, energy efficient design and procurement in order to achieve aims and targets, is established as follows.
  - “To increase the energy efficiency awareness of its stakeholders by complying with the relevant legal and other requirements, to continuously improve energy performance through design and energy efficient procurement activities that will improve energy performance, to reduce energy costs and to ensure long-term environmental and economic sustainability.”

# ENVIRONMENTAL APPROACH

## ENERGY MANAGEMENT

- The records required by the standard related to the energy management system have been documented and procedures explaining the basic elements of the Energy Management System and their interactions with each other have been established.
- By monitoring energy consumption data, important energy use areas were identified according to energy consumption intensities. With the consumption data collected for these areas, parameters such as energy baseline and energy performance indicators were examined using various statistical management tools, and KPI optimization and set value updates were made to reduce energy consumption in these areas.
- An energy audit was conducted to identify improvement opportunities within the company and action plans were developed.
- The compliance of the established Energy Management System with the planned regulations, targeted goals and objectives is audited by internal audit.
- Energy efficiency has been identified as an evaluation criterion in procurement activities. It is aimed to 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.
- In line with our Energy Policy, risks are identified by examining the activities and processes that will make the energy management system effective and continuously improve energy performance, and actions related to these risks are planned to eliminate risks.
- 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 1,770 energy meters in the field. Thanks to the devices that have been commissioned, the electricity and thermal consumption of the buildings in the main campus can be monitored remotely. Efforts are underway to ensure the traceability of energy consumption of equipment and production benches.
- The verification of energy measurement devices is carried out every year within the framework of a specific plan and procedure.
- Trainings, surveys, competitions and poster campaigns are conducted to raise awareness about the importance of compliance with the requirements of the Energy Management System, the responsibilities of employees and the impact of employees on energy consumption.

## ENERGY CONSUMPTION AND ENERGY EFFICIENCY ACTIVITIES

OUR ENERGY CONSUMPTION	2021	2022	2023
ELECTRICITY (GRID) (MWh)	46,986	76,408	95,296
ELECTRICITY (COGENERATION PLANT)	75,571	59,475	64,796
TOTAL (ELECTRICITY)	122,557	135,883	160,092
NATURAL GAS (MWh)	324,986	277,046	282,721

# ENVIRONMENTAL APPROACH

## ENERGY MANAGEMENT

### Natural Gas

Activities to improve natural gas-specific performances are listed below:

In our cogeneration plant, electricity and waste heat output is obtained with natural gas input.

In 2023, 40% of total electricity consumption and 15% of total heat consumption was generated at the Cogeneration Facility.

- SolarWall installation - Air to be used for space heating or process heating is first preheated by utilizing the sun's heat. This saves the amount of superheated water used for heating. Annual **energy savings of 6,258,830 kWh** are achieved at full capacity.
- As part of the efforts to prevent uninsulated valves and surface thermal losses, an average annual **energy saving of 65,000 kWh** is achieved.
- An average of **480,000 kWh of energy savings** is achieved annually through the detection and replacement of defective condensers.

### ELECTRICITY SAVINGS (kWh) 2023

Compressed Air Saving	201,000
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Lighting Automation	514
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### STEAM SAVINGS (tons) 2023

Prevention of Steam Leaks	315
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### COGEN SECONDARY ENERGY PRODUCTION (mWh) 2023

Cogeneration Plant Secondary Energy Production	55,921
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### Energy Intensity according to our production amount

Year	TOE/Number of Production
2021	0.18
2022	0.07
2023	0.05

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

## AWARENESS RAISING ACTIVITIES

### Energy Trainings

Energy Efficiency Awareness and Energy Management System trainings are provided to increase energy efficiency awareness within the company and to explain the energy management system.

In 2023, a total of **11,601 employees received 5,801 man\*hours of energy efficiency training**, raising awareness on energy efficiency.

# ENVIRONMENTAL APPROACH

## ENERGY MANAGEMENT

### Magazine/Newspaper Publications

Articles, articles and interviews on energy efficiency published both within Turkish Aerospace and in external publications raise awareness and convey our energy management system activities.

### Poster

Each semester, posters are prepared that draw attention to a different energy efficiency issue and raise awareness. The posters, which are hung in various areas, are also used as screen savers to reach more employees.



Energy Monitoring System Distribution (Number)	2023
Energy Analyzer	1,583
Steam Meter	49
Flow Meter	11
Calorimeter	127

### Social Media Posts

The achievements of Turkish Aerospace in energy management system activities are shared with our stakeholders through social media posts. It is also aimed to raise awareness of the activities.

## ENERGY MONITORING SYSTEM

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

In the first phase, after the installation of the communication infrastructure required for 440 meters in various areas, energy monitoring software was procured and the tracking of the meters was digitized.

Efforts continue to be carried out for the traceability of energy consumption of production machine tools. Currently, energy analyzers have been installed on **168 critical machine tools**. As the energy measurement and monitoring infrastructure is strengthened, bench-based energy consumption reports will also be generated.

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

- Monitor energy consumption instantly,
- Identify the factors affecting energy consumption and opportunities to increase efficiency,
- Observe the effects of energy-efficient processes and
- Generate reports on energy consumption.

# ENVIRONMENTAL APPROACH

## ENERGY MANAGEMENT

### INVESTMENTS IN RENEWABLE ENERGY RESOURCES

#### Lighting Tunnel Applications



The lighting tunnel is a structure that transmits the sun's rays to the environment to be illuminated with a mirror arrangement. The lighting tunnel, which is no different from LED luminaires in appearance, does not consume energy during operation and the lighting need of the environment is minimized during daylight hours. Lighting tunnels are available in many buildings throughout the company.

### PRODUCTIVITY ENHANCING PROJECTS

#### Productivity Enhancing Project (VAP)

In industrial enterprises; the projects prepared for the implementation of the measures determined by the energy audit study and the recovery of energy saving potential are referred to as Efficiency Enhancing Projects (VAP).

We are the first company affiliated with TAFF to apply to the Ministry of Energy and Natural Resources for VAP support and receive approval. In this context, our Lighting Revision and Phase-2 Cooling Water Circulation Pump Replacement projects are being carried out. **Two of our projects for which we applied to the Ministry of Energy and Natural Resources for Efficiency Improvement Project support were approved by the Ministry. We became the first TAFF company whose project application was accepted by the Ministry.**



#### SolarWall Applications

Throughout the company, there is a need for heat both for ambient heating and for use in production processes. This need is met with superheated water produced in heat plants. For heating, fresh air taken from outside is heated by superheated water. For example, in cold weather, 30°C of heating is required to raise the -10°C air taken from outside to 20°C. SolarWall preheats the cold air with solar energy by circulating the fresh air taken from outside in the channels inside it. In this way, fresh air at -10°C is heated to 5°C and heating with hot water is reduced to 15°C.



We plan to increase renewable energy sources. In this context, we are conducting feasibility studies for solar energy panels investment.

### NEW TERM ACTIVITIES

- Building lighting revisions
- Overhaul of compressed air leaks
- Energy Awareness (Green Transformation Practices etc.)

# STRONG HUMAN RESOURCES

## EMPLOYEE EXPERIENCE AND INTERNAL COMMUNICATION

WE CARRY OUT PROJECTS TO ENSURE THE SATISFACTION, COMMITMENT AND SUSTAINABILITY OF OUR EXISTING TALENTS IN HUMAN RESOURCES PROCESSES AND TO ACQUIRE NEW TALENTS.

NUMBER OF EMPLOYEES BY YEAR				
2019	2020	2021	2022	2023
9,478	9,711	11,424	13,570	15,385

EDUCATION LEVEL	2019	2020	2021	2022	2023
UNDER GRADUATE	1,790	1,821	2,095	2,131	2,325
GRADUATE	3,441	3,545	4,573	5,771	6,855
UNDER LICENSE	4,247	4,345	4,756	5,668	6,205
TOTAL	9,478	9,711	11,424	13,570	15,385

SENIORITY	2019	2020	2021	2022	2023
0 - 1	1,838	548	2,081	2,854	2,664
1 - 3	3,079	3,801	2,229	2,414	4,537
3 - 5	898	1,414	2,849	3,393	1,921
5 - 10	1,874	1,815	1,784	2,077	3,456
10 - 15	1,169	1,360	1,504	1,672	1,583
15+	620	773	977	1,160	1,224
TOTAL	9,478	9,711	11,424	13,570	15,385

- Number of Employees Starting Work in 2023: 2.832
- 2023 Number / Ratio of Female Employees: 2.473 / %16
- 2023 Number / Ratio of Female Executives: 117 / %19,7
- Number of Non-Employee Workers (subcontracted employees, etc.): 1.656

GENERATIONS	2023
BABY BOOMERS	57
X	1,598
Y	12,599
Z	1,131

GENDER	2019	2020	2021	2022	2023
WOMAN	1,335	1,355	1,675	2,074	2,473
MALE	8,143	8,356	9,749	11,496	12,912
TOTAL	9,478	9,711	11,424	13,570	15,385

# STRONG HUMAN RESOURCES

## EMPLOYEE EXPERIENCE AND INTERNAL COMMUNICATION

### Comprehensive Social Benefits for All Employees

- 16 salaries a year
- Additional overtime pay
- Performance bonus
- 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
- Medical 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 employees' children
- Accommodation service in the guesthouse located in the central campus

### Employee Engagement and Satisfaction Survey

We conduct various surveys in order to ensure the continuity of our employees' engagement and loyalty. We regularly conduct the **Employee Engagement Survey**, which measures the overall satisfaction and loyalty of our employees, and report it on a unit-specific basis. Based on the survey reports, we develop unit-based action plans and share them with unit managers as feedback. In addition, we regularly conduct surveys throughout the year on service-based processes such as health, occupational health and safety, service, cafeteria, etc. and determine our improvement roadmaps.

### 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 make action plans on the points on the Employee Experience Map 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.

In addition to our surveys, we resolve existing problems before they become complex thanks to the feedback received through our feedback channels, and we ensure the satisfaction of our employees by resolving problems that we see as areas of opportunity.



# STRONG HUMAN RESOURCES

## EMPLOYEE EXPERIENCE AND INTERNAL COMMUNICATION

### Employee Support App

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 increase their loyalty and motivation to our Company.

In order to take a small break from their work for our employees, we carry out many internal communication activities at our campuses. One of these activities is the “**Yüksektekiler**” **Conversations**, where we hold development-oriented conversations with our colleagues who are experts in their fields and have success stories. With “**İyilik Sağlık**” **Conversations**, we bring our colleagues together with doctors who are experts in different fields and help them find answers to the questions they wonder 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 Super Team tournaments to nurture our colleagues’ sense of teamwork.

In the “**Enerjik Pazartesi**” event, which is held on the first Monday of every month at both our central and off-center campuses, we organize different activities 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. We come together with the families of our colleagues with the annual **Family Day** and organize activities to strengthen the loyalty of our colleagues.

We know how important the special days of our employees are for them and we support them on these days with our communication activities. On the digital screens located within the company, we organize a **Welcome Celebration** for our newly recruited employees with their names. In addition, on the birthdays of our employees, 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 employees on special occasions.



### Yüzyılın Kanatları

To mark the 50th anniversary of our company and to emphasize the importance we attach to recycling, we created the swallow that inspired our logo from metal waste in our company and left a souvenir on our campus.



# STRONG HUMAN RESOURCES

## EMPLOYEE EXPERIENCE AND INTERNAL COMMUNICATION

### *Swap Festival*

To celebrate June 5th World Environment Day and to minimize our environmental impact by reducing unnecessary consumption, we organized a **swap event** at our Company. Our employees brought reusable items that they no longer use, such as books, toys, household objects and jewelry, and exchanged them for items they need. In this way, the item they no longer use met the needs of another employee, and at the same time, we socialized and created a platform where we focused on a common goal. Companies selling handmade, clean-content and 100% sustainable products also participated in the event and made discounted sales.

### *Recycling Project*

Recycling is a category we have added to our classifieds page on the portal in order to draw the attention of our colleagues to the issues of climate crisis, environmental pollution and zero waste, thus raising awareness on conscious consumption. In this way, we have added a new category to our page where second-hand products actively used in our Company are advertised, for the purpose of sharing them without any compensation.

Our main goal at recycling is to encourage the reuse of new or lightly used and still usable items in our homes that are idle, actively working, new or slightly used, to share our belongings and thus contribute to nature.



# STRONG HUMAN RESOURCES

## EMPLOYEE EXPERIENCE AND INTERNAL COMMUNICATION

### *Minik 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, 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, every child starts life as a self-confident, self-discovering and most importantly happy individual.

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. 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, a different classroom steps into new adventures every week. Each new class sets sail for a new world, a new horizon.

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



# STRONG HUMAN RESOURCES

## EMPLOYEE EXPERIENCE AND INTERNAL COMMUNICATION

TAKING THE TRUST OF THE FUTURE, CARRYING THE FUTURE ON YOUR WINGS... THAT'S WHY WE ARE CALLED MINİK KANATLAR!

- We provided pre-school education services to 360 employee children in a total of 20 branches, including 10 branches as Turkish Aerospace Minik Kanatlar Nursery School and 10 branches as Turkish Aerospace Minik Kanatlar Kindergarten.
- In order to enable and support students to discover their talents and skills, branch lessons have started to be offered in about 9 areas (teaching skills, drama, orf, gymnastics, dance, Spanish, visual arts, chess, speaking).
- In line with today's changing vision of education, we have adopted psychology-based educational approaches and implemented a thematic education approach.
- We hired psychological counselors to monitor students' progress and provide support for problems.
- 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.
- In addition to the support, we receive from the health center for health follow-ups, we have a paramedic at our daycare center to regularly monitor children's fever and medication.
- We emphasized the importance of early age in language acquisition and switched to a bilingual education system.
- We won the **"Green Flag"** by winning the **"Eco-School" project**, which emphasizes both the sustainability of nature and the importance of domestic production.

# STRONG HUMAN RESOURCES



## EMPLOYEE EXPERIENCE AND INTERNAL COMMUNICATION

### SOCIAL RESPONSIBILITY - ELİNİ UZAT ASSOCIATION

In 2019, Elini Uzat started its activities as a community affiliated to the Sosyal Yaşam Atölyesi Association and officially gained the status of an association on March 7, 2023 with the support of our management. During this period, many projects such as painting and floor renovation in schools, clothing, stationery and projection support, book donation, nursing home visit, commemorative forest, Ramadan food parcel aid, children's homes projects, supporting the relatives of our deceased employees and our employees undergoing treatment have been realized. With the establishment of an association, it is aimed to systematize the processes, provide legal and institutional assurance, and carry out more long-lasting and permanent social activities.

## ELİNİ UZAT COMMUNITY ACTIVITIES

Elini Uzat Project Executive groups are organized under 4 topics: Family, Education, Sustainability and Disaster.

**We held the groundbreaking ceremony of Serdar Demir Children's Home Site.**

On October 11, 2023, the foundation stone was laid for the Hatay Children's Home Site project, which will serve girls aged 13-18, initiated by the late Serdar Demir, who passed away as a result of a traffic accident while serving as the Head of Corporate Marketing and Communications at our Company.



**We made our children smile with festive clothes.**

In coordination with the Kahramankazan District Governorship, we launched a campaign to help children in need to experience the excitement of Eid. As the Turkish Aerospace family, we gave gift vouchers to share the joy of Eid with children in need.



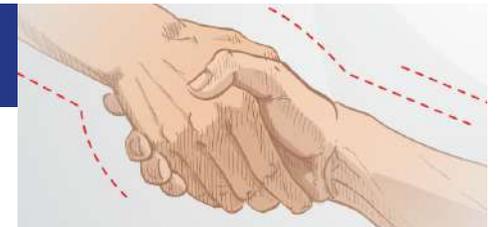
**We hosted 101 children staying in children's homes in our facilities and filled their school bags.**

We welcomed 101 children from children's homes to our facilities and joined our hearts and hands in solidarity to support them in their preparations for school. We presented each child with a bag filled with stationery and spent a pleasant time watching movies with them.



**We started an aid campaign for our Palestinian brothers and sisters.**

Believing that we should extend our hand to our Palestinian brothers and sisters in this difficult time, we launched an aid campaign to meet their urgent needs. We transferred the amount collected within the scope of the aid campaign to the AFAD account.



# STRONG HUMAN RESOURCES

## EMPLOYEE EXPERIENCE AND INTERNAL COMMUNICATION

### FAMILY PROJECTS

*We visited Hacı Pervin Tosyalı Children's Home.*

In Hatay, where we went on the occasion of the Serdar Demir Children's Homes Site Groundbreaking Ceremony, we visited Hacı Pervin Tosyalı Children's Homes Site where 57 children stay. With the support of our colleagues, we tried to add a little color to the lives of our children and to make them feel that we are with our children materially and spiritually. We made them happy with clothes, stationery and toys.



*We made the residents of the nursing home happy.*

We hosted 45 nursing home residents from Ankara 75th year Nursing Home Elderly Care and Rehabilitation Center in our Company. We had dinner with them, visited our products. We entered the hearts of our elders and put a smile on their faces.



*Children's Cinema Joy*

We went to watch the animated movie "Aslan HÜRKUŞ 3: ANKA Adası" with our children staying in the Children's Home Sites in Ankara under the Ministry of Family and Social Services. We had fun with our children and contributed to their development.



# STRONG HUMAN RESOURCES

## EMPLOYEE EXPERIENCE AND INTERNAL COMMUNICATION

### EDUCATION PROJECTS

*We launched the Space and Aviation Education Project.*

We provide Aerospace Education with our competent engineers to students who want to develop themselves theoretically and practically for the trends of the future in the fields of Aerospace, who will serve their homeland and nation by gaining experience in national and international competitions organized with group work.



*We met the book, stationery and school needs of our schools.*

We met the stationery and book needs of children studying at Hatice Karsligil Primary School (Gaziantep), Şehit İbrahim Çoban Primary School (Ankara), Ilıca Şehit Bekir Gündeş Multi-Program Anatolian High School (Kahramanmaraş) and Şehit Jandarma Uzman Çavuş Mehmet Sait Barış Primary School (Şırnak), Mutlu Village School (Ağrı).

*Barrier-Free Turkish Aerospace Project*

As part of the “Barrier-Free Turkish Aerospace Project”, we organize “**Tea Time Meetings**” and “**Kırmızı Mikrofon**” events to come together with our colleagues. With the fourth tea time meeting and a Red Microphone program held so far, we met with all our disabled colleagues, evaluated the practices and innovations that would make their lives easier within the company, and planned to implement important actions.

Within the scope of this project, the “**Priority Parking**” practice was implemented, enabling our disabled and pregnant colleagues to find parking spaces easily. In addition, the “**Priority Dining Hall**” practice was initiated in the cafeterias, again prioritizing the meal order of our disabled and pregnant colleagues.



*We made our friends at the Center for Life without Disabilities happy.*

On November 17th, we welcomed our friends from Kahramankazan Barrier-Free Living Center to our Company, entered their hearts and removed barriers.



# STRONG HUMAN RESOURCES

## EMPLOYEE EXPERIENCE AND INTERNAL COMMUNICATION

### SUSTAINABILITY PROJECTS

#### Reducing the Use of Cardboard Cups Project

With porcelain cups with the Elini Uzat logo, we will contribute to sustainable environmental management by reducing the use of cardboard cups.



### DISASTER PROJECTS

#### Planned Project: Disaster Volunteers and Search and Rescue Team

Search and Rescue Team (SAR) and Disaster Volunteers Unit will be established by Elini Uzat Association in order to take part in search and rescue activities in domestic and international disasters, to take part in disaster and post-disaster relief activities and social works. Elini Uzat Association Disaster Relief Volunteers, in which our employees can take part on a voluntary basis, will be able to work in 3 main categories:

- Search and Rescue Team • Field Logistics Team • Support Team

#### Disaster Relief

In line with the decisions of the Board of Directors taken in order to support our citizens who suffered damages within the scope of the earthquake that occurred on 06.02.2023 and affected 11 provinces through the Elini Uzat Association, aid was sent to the disaster area in coordination with the Disaster Aid Coordination Board, and the amount collected from our employees through our Elini Uzat Association was sent to AFAD accounts.

### OTHER AID CAMPAIGNS CARRIED OUT BY OUR ASSOCIATION



- Health Assistance
- Education Scholarship for Earthquake Victim Students
- Education Scholarship for the Children of Deceased Employees and First-Degree Relatives
- Condolence Visit

# STRONG HUMAN RESOURCES

## EMPLOYEE EXPERIENCE AND INTERNAL COMMUNICATION

### TADOK- Turkish Aerospace Wildlife Protection Society

Dogs' nutrition and care needs are met in shelters established with the efforts of TADOK volunteers. The Natural Life Park was established in 2017 for the care of dogs only on the campus. We currently have 110 pawed friends here. The leftover food from the dining halls and the contributions of our volunteer employees meet the needs of the park where our animal friends live. There are 4 cat houses on the Company campus and 2 cat houses around the lodging house. The park is maintained with the support of our Company, donations made to TADOK, and the labor and contributions of our animal-loving colleagues.

### Life Workshop and Sports Club Activities

We support our employees to pursue their hobbies through more than 25 sportive and social communities affiliated with the Life Workshop Association and Sports Club operating within our Company. The activities of the Life Workshop, which strengthens the motivation of our employees by considering the balance between career and social life, offer a wide range of activities from diving to amateur photography, skiing to folk dances, while the Sports Club has athlete colleagues who participate in competitions on behalf of our Company in different branches such as football, basketball, volleyball, e-sports and table tennis.

We encourage our employees to participate in events organized both in Türkiye and abroad, support their hobbies to contribute to work-life balance, and contribute to the equipment, materials, transportation, etc. expenses of social and sports events.



# STRONG HUMAN RESOURCES

## PERFORMANCE DEVELOPMENT, CAREER AND TALENT MANAGEMENT

In 2023, a new competency management model was established. Within the scope of the new model, our behavioral competencies were defined under three categories as basic, functional and managerial in line with our Company's values and goals, and a catalog was created and published. The catalog includes separate definitions, behavioral indicators, assessment questions and development suggestions for each competency. In addition, technical competencies have been simplified and updated in line with resources and needs. The trainings required for each competency have been defined and work has begun to define individual competencies within the scope of the new model. For our employees working in managerial positions, managerial roles were created to include both new behavioral and technical competencies, and their assignments were made through the system and the development map was published.

In Performance Management, an effective performance management process was followed by setting individual targets in order to maintain the development of our employees and increase their contribution to the business. Mid-term review processes were implemented every quarter during the evaluation year.

In line with our corporate and strategic goals, our employees were evaluated with the participation of their first and second managers with the individual goals set by our managers and the behavioral success criteria we determined according to their titles. In addition, in 2023, all employees were given feedback by their managers through the system and continuous development of employees was targeted.

In line with our Company's future vision and goals, our employees who will be appointed at the first and

second level were included in the **Assessment Center Practices** in order to carry out transparent Human Resources processes, effective career management and planning, observing and developing individual competencies of employees, revealing talent potential, determining career paths and creating internal resources, meeting future Human Resources requirements and improving organizational performance.

The managerial potential of our employees was measured by evaluating their competency skills identified through the Assessment Center Practices. By matching the results and development areas with training programs, it was determined which training should be taken and which competencies should be developed in order to progress on the career path, and the relevant guidance was provided.



# STRONG HUMAN RESOURCES

## PERFORMANCE DEVELOPMENT, CAREER AND TALENT MANAGEMENT

Organizational structuring management aims to ensure that employees play an effective role in accordance with the structure they are in and work in harmony with other employees, while adhering to the company's values and goals. In line with the Company's vision and mission, the Company's organizational structure was kept up to date with the changes and transformations taking place in line with the Company's dynamics, departments that were deemed necessary to be created in line with the needs and requirements were created, and departments that ceased to function and/or whose terms of office expired were removed from the organization. In this context, the working disciplines of all engineers and technicians within the Company have been determined in order to determine the place of all departments within the organizational structure within the organization, and with the increasing growth of the Company's organization, the tasks expected from all positions within the organization and the duties, authorities and responsibilities that must be held in order to fulfill these tasks effectively have been reviewed again.

### **Remuneration Policy**

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

### **Competency Management**

Within the scope of the Competency Management Process, the roles, competencies and requirements that will support the success of our employees in their careers and help them shed light on the future have been renewed and updated in cooperation with the relevant units in line with the new needs and capabilities of our Company.



# STRONG HUMAN RESOURCES

## REVERSE BRAIN DRAIN, GLOBAL EQUALITY, DIVERSITY AND INCLUSION

### *Reverse Brain Drain*

At Turkish Aerospace, we take the principle of equal opportunity as a basis in our talent acquisition processes and attach importance to diversity and inclusion. We carry out projects to ensure the sustainability of our existing talents and to acquire new talents. **In addition to our domestic talent acquisition activities**, we have carried out activities to bring experienced and qualified human resources who can contribute to our Company's original projects in 2023, and who have gained experience abroad in the past by going abroad through brain drain, to our country and our Company. In this context, we came together with competent candidates with two events we organized in Europe. We organized workshops to facilitate the adaptation of our candidates to the country and processes when they arrive in Türkiye, and listened to their expectations and suggestions. We enriched this area by customizing our company's career website for candidates within the scope of reverse brain drain, adding information that may be needed and what they are curious about. [Recruitment | Turkish Aerospace Industries \(tusas.com\)](https://tusas.com).

In 2024, we will continue these activities and organize online and on-site events to facilitate the acquisition and adaptation of qualified human resources from abroad. We will continue our employer branding efforts on reverse brain drain and strengthen our communication channels to reach qualified candidates.



### *Global Equality, Diversity and Inclusion*

As Turkish Aerospace, we attach importance to equality, diversity and inclusiveness in the employment we carry out for our domestic offices and overseas offices and companies. We employ qualified candidates, both local and foreign, within the framework of the principles of diversity and inclusiveness in our domestic offices. In this way, we not only bring international aerospace technology knowledge to our Company, but also contribute to the development of intellectual capital by increasing diversity in our working environments and providing mutual experience transfer for our local and foreign employees. In our foreign companies and offices, we provide employment with equal pay for equal work principles. We transparently offer equal opportunities to all our candidates regardless of age, gender, disability, race, ethnic origin, religion, economic or any other status.



# STRONG HUMAN RESOURCES

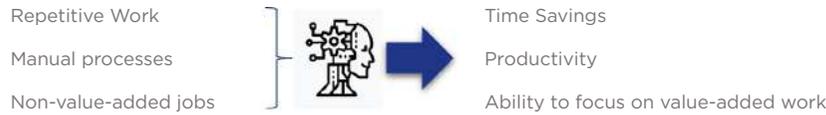
## DIGITALIZATION IN HUMAN RESOURCES PROCESSES

### *Instrument Panels*

Graphic, pivot, etc. summary information is displayed through visualization tools that enable to look at Human Resources data from different perspectives on the desired Key Performance Indicators.

### *Robotic Process Automation Technology*

With Robotic Process Automation Technology, we contribute to accelerating our business processes and directing our employees to more productive work. With Robotic Process Automation Technology;

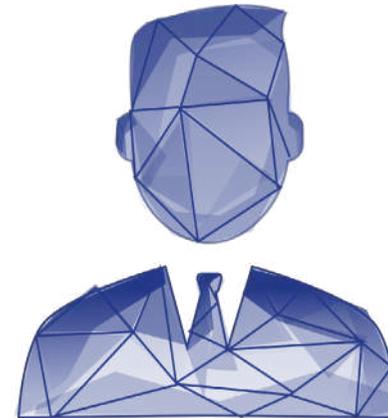


In this context, a significant acceleration was achieved for the 17 processes we developed on our corporate systems in 2023.

### *Our Advanced Analytical Studies*

With **data analytics**, we analyze raw data using various algorithms and applications to generate meaningful, actionable insights that can then be used to inform and guide smart business decisions. Using the core methods of data analytics, and with the benefits of advancing technology and statistical and machine learning techniques, we find natural patterns in the data that help us gain insights and make better decisions and accurate predictions.

In this context, with the **Attrition Rate Estimation** project we started at the beginning of 2023, we contribute to identifying our employees with high attrition rates and keeping our retention rate high. With this study, we have also applied for a patent in 2023 and we are waiting for the evaluation to be completed.



# STRONG HUMAN RESOURCES

## ACADEMY ACTIVITIES

### Training and Development

NUMBER OF TRAININGS	2023
Number of Technical Trainings	540
Number of Engineering Trainings	486
Number of Personal Development Trainings	23
Number of Specialization Trainings	63
Legal Obligation Trainings	11

Number of trainings provided through e-training method: 80

TOTAL / TRAINING HOURS PER PERSON	2023
Total Training Hours	807,094
Training Hours per Person	52
Number of Trainings Realized (Unique)	668
Number of Employees	15,434
Number of Training Requests Met	271,006
Hours of Training Provided to Our Subsidiaries and Subcontractors	13,151
Number of Participants from Affiliates and Subcontractors	1,890

### 70 Different Specialities

In 2023, we provided 39,227 student\*hours of in-house specialized training.



#### Specialized Trainings

**Realized Training Duration: 39,227 hours**  
**Number of Courses: 70**

### 25 Different Personal Development and Management Trainings

In 2023, we provided 18,306 students\*hour of in-house personal development and management training.

**Total: 204 Managers**

### Airbus Beyond Strategic Partnership Agreement

We signed a Strategic Cooperation Agreement with the Airbus Training and Development team, with whom we work together in many different fields, taking our relations to the next level. In this context, we established a joint working structure where the Turkish Aerospace Academy and Airbus Beyond teams develop content and markets together. We started to implement our programs that carry our common brands.

### Expert

Within the scope of in-house trainer training activities, we launched the Business Expert Training Development Program. 61 trainers completed the program, which marked an important milestone in terms of increasing the quality and standardization of training services.

### Leadership Base+

We launched the Leadership Base+ managerial development program, our first and most important project within the scope of Airbus cooperation. In this context, our managers had the opportunity to embark on a comprehensive development journey with a distinguished team of national experts and international trainers trained in the long-established Airbus tradition.

### Corporate Academy Experience Study

We obtained important data through this study, which was conducted to investigate the organizational effectiveness and awareness of the Turkish Aerospace Academy's training and development activities. As a result of the findings of the study, we took actions in 12 different development areas and continued to work on continuous improvement. We used the suggestions and projects compiled in this study as input in the creation of the Turkish Aerospace Academy 2024 targets.

# STRONG HUMAN RESOURCES

## ACADEMY ACTIVITIES

### *Leadership Base Executive Development Program*

Training and development activities carried out with a “lifelong learning” approach play an important role in the creation of highly qualified human resources, which is an important factor in our Company’s global competitiveness. We carry out and continuously improve our learning and development activities in line with our Company’s goals and strategies. The main trainings offered to our employees are grouped as trainings given by Turkish Aerospace trainers, trainings organized by Turkish Aerospace and given by consultancy firms or academicians, and individual trainings attended by employees at various companies or universities.

The Leadership Base program, which was created to strengthen the managerial competencies of first-level managers working at Turkish Aerospace, is based on classroom activities and social learning. In 2023, a total of 97 first-level managers graduated from the “Accelerated Executive Leadership for Transformation” Program, which is held in three semesters each year. For executives who have completed the program, Turkish Aerospace Academy internal trainers also provide follow-up trainings to keep their acquisitions up to date and to ensure the continuity of the topics in the program.

Our “**Accelerated Executive Leadership for Transformation**” Program, which has completed its fifth year, produced 97 new graduates in 2023, reaching a total of 432 graduates.

**Leadership Base: 97 Graduates**      **Mini MBA: 29 people**

### *Development Center*

We revised the processes of the Turkish Aerospace Development Center and served 76 managers and manager candidates in 2023. In this context, we completed 18 classroom trainings, 42 hours of one-to-one coaching sessions and 107 case studies. These studies were supported by a total of 2,227 hours of digital training content.

### *Senior Management Coaching Program:*

We conducted 121 hours of managerial coaching with 8 Executive Committee members.



# STRONG HUMAN RESOURCES

## ACADEMY ACTIVITIES

### ***Masters of Change - Chief Technician Development Program***

In order to improve the behavioral and leadership competencies of our employees in the chief technician cadre and to create a common managerial language, chief technicians in the cadre of first level managers who participate in the “Accelerated Executive Leadership for Transformation Program” are given priority in the program. Trainings for the designed program are provided by Turkish Aerospace’s internal trainers. A total of 36 chief technicians have graduated from the program, which is held for three semesters each year. In addition, a total of 12 executive coaching sessions were held with 4 chief technicians during the program.

### ***Our Senior Managers***

In order to create a common managerial ground for Turkish Aerospace, we aimed to conduct one-on-one coaching sessions with our senior managers on topics they would like to improve and/or receive support on. All coaches in the program hold the title of Master Certified Coach (MCC), the highest coaching credential offered by the International Coaching Federation. A total of 121 coaching sessions were conducted in 2023.

The first group of the Leadership Base + Manager Development Program, which we designed in partnership with Airbus Beyond, was completed in 2023 with 30 managers. The ‘Persuasion & Influence’ training within the scope of the program took place at Airbus Beyond’s campus in Toulouse, France. The Turkish leg of the program, which was carried out with the participation of our managers, was held at our Company’s campus. With our leading trainers in the field, trainings on a total of 8 topics including managerial topics such as Leadership with Data, Strategic Thinking, Performance Management were held, enabling our managers to improve their managerial competencies and participate in an international management program.

### ***Middle and Senior Managers***

We conduct managerial competency programs to contribute to the development of the competencies that our managers need to possess in order to achieve the company’s strategic goals.

### ***Blanchard SLII Leadership Training***

Managers are expected to develop an adaptive and flexible leadership style in line with the needs and expectations of their team. A total of 125 managers have completed the training program, which is delivered by licensed internal trainers at the Turkish Aerospace Academy.



# STRONG HUMAN RESOURCES

## ACADEMY ACTIVITIES

### Educational Technologies and Digital Education Applications

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.

With accessible e-learning materials and platforms, our employees can continue learning anytime, anywhere.

As of 2023, we started broadcasting all of our digital trainings with subtitles or training texts, thus improving the training experience of our hearing-impaired employees.

In our Educational Technologies Studio, we hosted valuable academicians who are experts in their fields and shot 3 different educational video series.

In order to make technical training practices accessible at any time, we launched on-the-job training videos for technicians on our e-learning system. We also gave our employees free access to hundreds of thousands of courses on global education platforms such as Udemy and MIT Sloan.

We continued to enrich the Turkish Aerospace Digital Development catalogs. In this context, we added tens of thousands of new content to the existing edX for Business and MIT Sloan Leadership Development collections with the Udemy for Business collection.

In the educational technologies studio, where live action video production, green screen shooting, video editing processes, virtual reality (VR) based educational applications, virtual classroom application, audio recording and video editing processes are carried out, we made video shootings with the leading names of the sector and our Company's expert employees throughout the year.

In 2023, as a result of our efforts to use innovative technologies, we completed 5 new VR training content specific to our Company. Thus, we created Türkiye's largest VR catalog consisting of 14 trainings.

In order to increase the accessibility of our corporate trainings, we completed the project to provide subtitles for role-based trainings and basic trainings to enable our hearing-impaired employees to benefit from digital content.

We added 11 more catalog courses to our digital training catalog, reaching a total of 77 courses. Thus, we achieved a digitalization rate of 55% in corporate training processes in our Company.

In order to certify Compliance Verification Engineers, who play a critical role in product certification processes, we designed and commissioned the UDM (CVE) Examination process. Thus, we increased the level of preparation of UDM candidates before the examination processes to be carried out by the competent authority.



# STRONG HUMAN RESOURCES

## ACADEMY ACTIVITIES

### Engineering Trainings

Within the scope of in-house engineering trainings, we added 41 new engineering trainings to our catalog within the scope of our company strategy and the engineering trainings needed, and increased the total number of trainings to 222 by evaluating the content of existing trainings. We have created a curriculum structure that ensures that each engineering role receives the right training at the right time.

Within the scope of external engineering trainings, we provided training to approximately 975 engineers within the scope of BOEING, AVIA-PROS LLC, AUKOM, ABARIS, ALTAIR, BIAS Engineering, NUMESYS, SEMPRO training programs. In the field of geometric dimensioning and tolerancing, we signed a partnership agreement between AUKOM - Ausbildung Koordinatenmesstechnik e. V. and Turkish Aerospace. In this way, our primary goal is to train our engineers in the short term, and the Company's subcontractors and subsidiaries in the medium and long term, to a sufficient and high level of competence in GD&T through our in-house team of certified trainers. We supported the digital transformation process of our Company by creating new

trainings and video training materials supporting these trainings for the modules commissioned on the Teamcenter platform in PLM processes.

In 2023, we graduated 473 engineers in 10 groups as part of the Engineer Development Program. We completed the CubeSat Development Project with 41 engineers from different engineering disciplines.

With the version of the Engineer Development Program designed specifically for manufacturing processes, we graduated 20 engineers and placed them in units in line with the workforce needs of our Company.

Within the scope of the EEP, we completed the theoretical training and aircraft design processes of 50 engineers from Niger, Chad and Tunisia in March 2023.

In cooperation with Azerbaijan Technical University and National Aviasya Academy, we started the Engineer Development Program activities in Baku, the program continues with 45 students.



Within the scope of the cooperation with Ankara Science High School, we provided 20 students with practical internship opportunities.

Within the scope of postgraduate activities, we actively conducted courses and thesis studies in 6 programs (ITU, AYBU, ESTU, YTU, GTU, AU). In all 6 programs, all courses were held at the Turkish Aerospace Industry Academy. We completed 91 thesis studies in master's degree and 7 thesis studies in doctorate. 4 courses were given as undergraduate courses within the scope of the Sector on Campus Program conducted by the Ministry of Industry and Technology.

# STRONG HUMAN RESOURCES

## ACADEMY ACTIVITIES

### Technical and Certification Training Activities

Launched in 2022, the HAT-Aircraft Technician Development Program was developed and continued in 2023. The Aircraft Technician Development Program (HAT) includes various theoretical and technical trainings aimed at providing 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 training program, which is carried out in 3 different categories, namely structural assembly, composite production and electrical & avionic assembly, in addition to basic skills such as business knowledge, manual skills, work efficiency, occupational health and safety and workplace rules, we also provide a large part of the seal training required to do business within the Company. At the end of the program, we aim to continuously improve the competencies of the technicians who are directed to their work areas by following their development processes.



#### Technical Trainings

**Realized Training Duration: 408,229 hours**  
**Number of Courses: 486**

In 2023, we conducted the Aircraft Technician Development Program (HAT) with the participation of 846 technicians in 16 groups. We directed our technicians who successfully completed their training to their work areas. Since the beginning of the program, we have included 1,867 technicians in 36 groups in the Aircraft Technician Development Program (HAT).

A cooperation protocol was signed between our company and the Ministry of National Education - General Directorate of Vocational and Technical Education in April 2023. With the signed protocol, we aim to certify the sector employees by ensuring that they are included in the education and training process through vocational training centers. It also covers the preparation of new field education programs for the needs of the aviation sector.

Within the framework of the cooperation with the Ministry of National Education, a 10-day composite production program was organized in our institution for 16 Vocational High School teachers within the scope of the METEK Project carried out by the Ministry of National Education.

The Performance Review Institute, one of the most important authorization authorities in the aviation industry, authorized the Turkish Aerospace Academy as an Approved Training Provider in 2023. As of 2023, applications for 17 trainings have been completed.



We have re-designed the On-the-job training (OJT) process in order to provide OJT in all departments at a certain standard and quality. With this project, we also aim to create corporate memory. In 2023, we selected 5 production directorates as pilot regions and started the preparation activities of the newly designed OJT trainings. In this context, 42 employees received Technical Trainer Training in 2023 and were authorized to provide OJT trainings. At the same time, the OJT document contents of the processes and operations in the production areas were created together with the authorized technical trainers under the coordination of the Technical and Certification Trainings Directorate.

Within the scope of increasing the accessibility of technical trainings, reducing human error rates and operational excellence, the video technical trainings project was commissioned in 2023. In particular, 14 trainings were designed in which the video content of the trainings can be accessed from mobile phones, tablets or computers by selecting processes that include critical steps that have a high probability of error covering all areas and that need to accelerate the adaptation process of new personnel. We aim to transform critical processes in all areas into video technical trainings and to establish a sharing platform for Technical Training Video Trainings within the Company.

# STRONG HUMAN RESOURCES

## ACADEMY ACTIVITIES

### Academy Activities

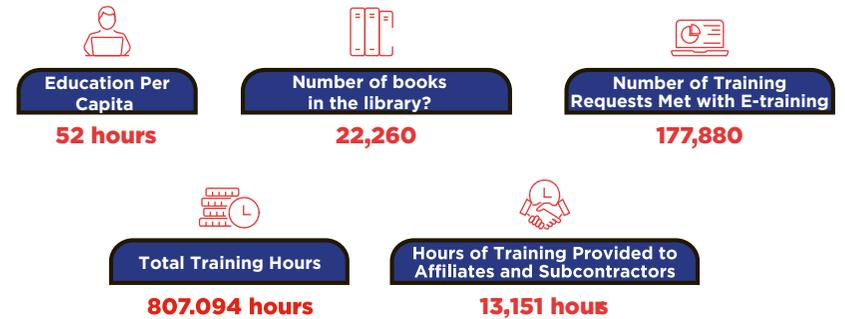
We continue to contribute to the development of our employees, who are the most important architects of our success. In addition to technical trainings, we also care about the personal development and leadership competencies of our colleagues. We continue internship and university collaborations to create the talents of the future.

- In 2023, we provided **169 external trainings** in various fields, including trainings required for certifications, technical trainings within the scope of the project, engineering trainings and PLM software trainings, in order to increase the knowledge and/or skills of our Managers / Employees working within Turkish Aerospace.
- By the end of 2023, we increased the number of resources in our libraries to **22,260**. We **subscribed to 61 online databases** in our libraries.
- Within the scope of 2023 Library Week Activities, we had an interview with Beyhan Budak.



Beyhan Budak Interview

- In 2023, the Academy provided **848,576 hours of training** and met **271,006 training requests**.
- In the Turkish Aerospace, we realized **52 hours of training per person in 2023**.
- We provided 13,151 hours of training to 1,890 employees of our affiliates and subcontractors.**
- In 2023, we organized 40 employee orientations and 19 intern orientations for our colleagues and interns who started work in 2023.



LIBRARY DATA	2023
Number of Items in the Academy Library	20,626
Number of Items in the Vecihi Hürkuş Library	1,634
Electronic Books	4,244
Printed Books	18,016
Online Database Subscription	61
Periodical (Online + Printed) Subscription	12
Association, Institution / Organization Membership	120

# STRONG HUMAN RESOURCES

## ACADEMY ACTIVITIES

- A visit to the Vecihi Hürkuş Library was organized for the students of Minik Kanatlar Kindergarten.



- User trainings on the use of databases were organized.

In our national and international award-winning internship brand SKY programs in 2023;

- We accepted 1,020 long-term candidate engineers into the SKY Experience program.
- We accepted 1,500 students with SKY Discover, our short-term internship program.



- We accepted 61 students under the TOBB Joint Education Program.
- We hosted 107 young talents with our global internship programs, and 90 young talents with the SKY Global program, in cooperation with 13 universities from 10 countries.



- We admitted a total of 2,778 students to our internship programs.
- 460 students from Vocational Schools and 300 students from Vocational and Technical Anatolian High Schools participated.
- In 2023, a total of 3,538 students were provided with our experience in aerospace technologies through our Young Talent Programs.
- Within the scope of ERASMUS+ program, international mobility of 700 man/day was provided to our colleagues in 2023 through training and course, on-the-job training, internship and expert invitation activities. With the DIGIVET (Development and Implementation of Digital Materials in Vocational Education) project, of which we are a project partner under the coordination of Ankara Chamber of Industry, digital contents supporting vocational education were developed and put into use.

# STRONG HUMAN RESOURCES

## ACADEMY ACTIVITIES

### Measurement and Evaluation

Data on all trainings conducted at the Academy are systematically analyzed and reports are prepared. In these reports, the satisfaction of Turkish Aerospace employees with the trainings they have received is analyzed. In addition to these satisfaction analyses, a “**Corporate Academy Experience Survey Study**” was conducted to determine the perceptions of our employees regarding the training and development opportunities offered by the Company, the effectiveness of the activities, the value they attach to training and development, their experience of training and development activities at the Academy, and their preferences regarding learning. In light of the data obtained, actions were taken to make Academy activities innovative and compatible with the learning preferences of our colleagues.

In 2023, more than 50 thousand lines of data were analyzed and the findings were shared with the relevant parties. In addition, support was provided for measurement and evaluation tools within the scope of the Leadership Base, HAT, Masters of Change Chief Technician Development Program and Development Center, which are projects carried out within the Academy. Within the scope of

the Academy Question Pool Project, exam sets were prepared for 21 trainings. In 2023, 3 software applications were developed to monitor training effectiveness. In this context, mobile optical reading software has been developed under the names TSI (Training Satisfaction Indicator) application, which allows trainers to regularly monitor participant perceptions and expectations regarding the training they provide, TIA-APP (Test And Item Analysis) application, which can be used by trainers and experts at the Academy to develop tests and items (questions), and RAPID (Results and Performance Insight Device) mobile optical reading software, which allows trainers to analyze exam results in a practical way and convert them into a simple report format.

### Development Center

The Development Center was established to support the development areas of management candidates who fall below the expected level in the competencies required for promotion and appointment. Candidates who are included in the Development Center process are provided with a competency-based development map according to their needs based on the results of the assessment center. The steps related to this map include classroom training, online trainings, one-to-one coaching sessions and the use of assessment tools in different combinations.

### Program Management

In order to address the evolution of Project Management by focusing on holistic and value and the important concepts in this transformation, the seminar “New Trends in Project Management and the Changing Role of the Project Manager” was held with the participation of 55 people on the following topics;

- Value and value orientation in projects,
- The changing role of the project manager from the triangle of constraints to the triangle of capabilities,
- Project-Program-Portfolio Management and Governance Overview

In addition, a 14-hour “Basic Agile Project Management Training” to provide the knowledge, techniques and practices that our managers need for agile project management and a 7-hour “Program Management Awareness Training” to apply the experience, tools, techniques and knowledge to increase the common benefit by managing projects together were conducted by the Academy for our Program Managers.

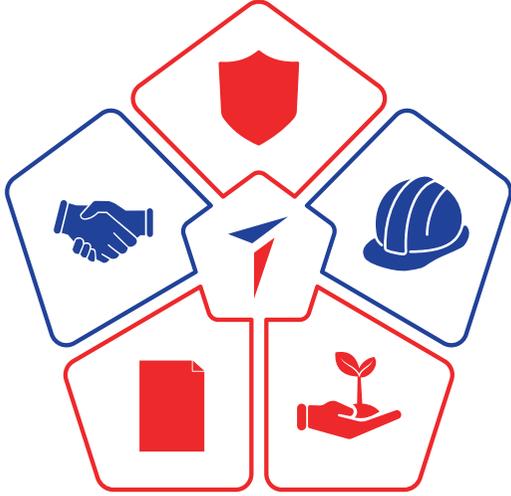
### “Expert Trainer Development Program”

Within the scope of in-house trainer training activities, the Job Expert Training Development Program was launched. With 61 trainers completing the program, an important milestone was left behind in terms of increasing the quality and standardization of training services.



# STRONG HUMAN RESOURCES

## OCCUPATIONAL HEALTH AND SAFETY



Occupational Health and Safety, one of the most important elements of sustainability principles in a working environment, is an indispensable part of our mission to advance our global activities in the defense, aerospace sector. Our efforts, which we carry out within the framework of the OHS policy adopted by all employees at all levels of Turkish Aerospace, have been certified with the internationally recognized ISO 45001 Occupational Health and Safety Management System (OHSMS) Standard. In this context, we aim to continuously improve our occupational safety culture through occupational health and safety activities carried out throughout the Company.

### OUR OHS MANAGEMENT SYSTEM

In order to continuously improve our OHS management system and anticipate risks, software tools developed by our internal resources are used effectively. By statistically analyzing the data obtained through these software tools on a monthly basis, the OHS management system performance is continuously monitored and obstacles to achieving targets are quickly identified and measures are developed. Through the OHS module, which is accessible to all employees, reporting of unsafe/safe situations and behaviors and change management is encouraged. These notifications directly contribute to the improvement of OHS management system performance in order to prevent occupational accidents and occupational diseases.

OHS activities are carried out with the full support of senior management, in cooperation with employee representatives, OHS Board members and with the participation of all employees. Board meetings are held monthly, and occupational accidents, improvements, employees' opinions and audit activities are shared. Annual unannounced field surveillance plans were created in the areas of responsibility, and work environment OHS surveillance and inspections were carried out. Deficiencies and defects identified in the field inspections were recorded in the Field Surveillance sub-module of the HÜMA Occupational Safety digital platform with measures and recommendations.

# STRONG HUMAN RESOURCES

## 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 2023, no findings were reported at any level in the audit conducted by TSE, and the ISO 45001 Occupational Health and Safety Management System certificate was maintained.

### TRAINING

Increasing OHS awareness throughout the Company and adopting this as a corporate culture in order to maintain uninterrupted operations in all activities is among our primary goals. In this context, Occupational

Health and Safety trainings play an important role in the effective management of our Company's OHS processes. OHS trainings increase employees' awareness on OHS issues, improve their skills in identifying and preventing risks, and encourage safe behavior in the workplace. In the light of these objectives and in line with the identified needs, the trainings are planned to share knowledge and experience among employees at all levels.



Throughout 2023, Occupational Health and Safety basic training, working at height and working in confined spaces were provided remotely and face-to-face. Pursuant to Law No. 6331 on Occupational Health and Safety, 12 hours of basic OHS training, which all employees must receive, continued to be provided to 2,691 employees for 456 hours through e-learning and face-to-face training. First aid training continues within our health center. 419 employees were given basic and updated first aid training, enabling our employees to receive first aid certificates. In addition, within the scope of Temelli flight school activities, health support was provided with 1 ambulance and 2 assistant health personnel for the flights carried out with our R44, T70 and EC135 Helicopters.



# STRONG HUMAN RESOURCES

## OCCUPATIONAL HEALTH AND SAFETY

### AWARENESS RAISING ACTIVITIES

Our employees are the biggest stakeholders in achieving our company's sustainability goals. Raising employee awareness is a fundamental step for the adoption and implementation of sustainable behaviors in the workplace.

For 2023, departments that were successful in Occupational Health and Safety activities were awarded in 5 different categories within the scope of the **"Those Who Value Life Awards"**.



Within the scope of awareness raising activities, **OHS Corners** were set up at the entrances of the building to inform employees and visitors.

### Visual OHS Corners

In order to strengthen the cooperation between the Occupational Health and Safety professionals of Aselsan, Aspilsan, Havelsan, İşbir, Roketsan, STM and TEI, which are affiliated partners of the Presidency of Defense Industries and the Turkish Armed Forces Foundation, "We are Safe Together - OHS Coordination Meeting" was held and good practices in the field of OHS were shared. As part of preventive health services, 1,582 employees underwent detailed health screenings (check-ups).

A Health Risk Matrix was created for 217 departments in order to quickly finalize the health-related relocation requests of employees.



# HIGH ECONOMIC PROSPERITY

## TECHNOLOGY AND INNOVATION

### HANGAR INTRAPRENEURSHIP PROGRAM

The HANGAR Intrapreneurship Program, which is designed as an acquisition model for solving and developing technologies for emerging customer needs and problems with the entrepreneurial capabilities of our employees in our Company and commercializing them by incorporating them into ordinary business processes, was launched in our Company in 2023 as a pilot study. Our aim is to create new business areas and generate turnover for our company within the framework of innovation strategies and innovation focus areas. Thanks to the relevant program, it will be possible to create new business models and services not only technologically, but also to create value for already developed products/services in the civilian sector and/or in different markets. In the HANGAR pilot program, which is the first program carried out within this scope, business ideas received from more than 250 people were evaluated and a total of 17 business ideas were accepted.

From the teams selected for the HANGAR IE Pilot Program, the business ideas to be worked on within the scope of the "Sustainability" focus topic are listed below:

**“*WITHIN THE SCOPE OF THE TURKISH AVIATION AND SPACE INDUSTRY’S VISION OF BECOMING A “WORLD BRAND AVIATION AND SPACE COMPANY” WITH UNIQUE PRODUCTS AND REACHING GLOBAL COMPETITIVE POWER, WE ARE WORKING TO SYSTEMATICALLY FOLLOW THE CURRENT SITUATION AND TECHNOLOGICAL TRENDS IN THE WORLD AND CREATE NEW BUSINESS AREAS.*”**

- A leasing business model that aims to reuse the aircraft we produce
- Recycling of thermoset composite and raw material scrap and using them in non-structural aircraft parts or tool manufacturing
- Sustainable aviation - Electric aircraft
- Provision of air target systems as a service



# HIGH ECONOMIC PROSPERITY

## TECHNOLOGY AND INNOVATION

### HANGAR CAMPUS INNOVATION PROGRAM

HANGAR CAMPUS Innovation Program, which addresses university students, one of the most important stakeholders of our company, is an open innovation program focused on innovation and entrepreneurship, designed to be open to applications from associate, undergraduate, graduate and doctoral students from all universities in Türkiye. In the first term of the program, which opened in 2023, the focus topic was determined as “**Carbon Reduction in Aviation**”.

The first period of HANGAR Campus, our first open innovation program focused on innovation and entrepreneurship, lasted 5 months. Fifteen teams from different provinces of Türkiye participated 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, seminars on sustainability in aviation by experts in the theme area, and information on current developments in the ecosystem were 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 PoC (Proof of Concept) 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 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 mentoring, patent writing support, investment opportunities, job and internship opportunities, the chance to gain privileges in other relevant Company programs, infrastructure support, commercialization and networking support, budget support for MVP (Minimum Viable Product), 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 from the program are included in this platform and continue and improve their cooperation with our Company and stakeholder institutions with which they are in strategic cooperation. On the other hand, teams also have the opportunity to provide possible cooperation among themselves. After the program, each team is matched with the relevant product groups of our Company related to their business idea and continues their cooperation activities 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 was designed and implemented end-to-end as a multi-stakeholder and highly prestigious program that will create maximum added value with minimum cost. Within the scope of the preparations of the program for the next period, discussions with internal and external stakeholders continue and studies are carried out.

# HIGH ECONOMIC PROSPERITY

## TECHNOLOGY AND INNOVATION

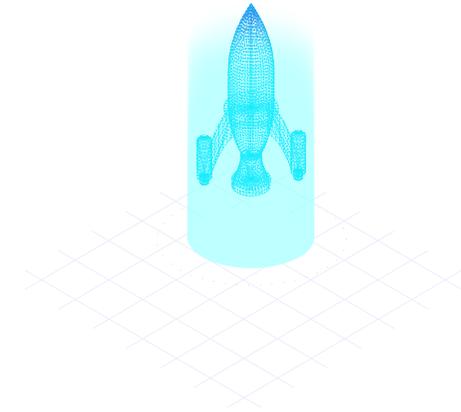
### START-UP EXPLORATION ACTIVITIES

Within the scope of open innovation processes, start-up scouting activities are carried out. As a result of the scouting activities carried out, many entrepreneurial companies operating in our Company's innovation focus areas were contacted in the ecosystem. Accordingly, the identified start-ups working on our Company's innovation focus areas at the ecosystem events attended are recorded and tracked in the Open Innovation Database. In 2022, a cooperation process was initiated with 86 start-ups, and in 2023, a cooperation process was initiated with 34 start-ups. After the first meeting with the start-ups discovered within this scope, evaluation meetings are held with the relevant teams within the Company to assess the technical competencies of the start-up and its ability to meet the requirements of our Company in the areas of need. After the evaluations, meetings are organized to introduce the start-ups to our relevant expert teams for the needs addressed by their solutions and to evaluate potential cooperation. Demo studies are carried out with the companies deemed appropriate and the process continues.

Start-up discovery activities are also carried out in the area of sustainability, which is one of our company's horizontal innovation focus areas. Interviews were held with 28 start-ups operating with a focus on sustainability.

### COOPERATION WITH ECOSYSTEM ACTORS

Various cooperation activities are carried out 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, meetings were organized with Norm Holding to exchange experiences on best practices in companies within the scope of sustainability and innovation management. Similarly, we are a member of the **TTGV Climate Lab Committee** established by the Technology Development Foundation of Türkiye (TTGV), one of our ecosystem stakeholders. Within the scope of the TTGV Climate Lab program, Climate Technologies Panel series and similar events are organized so that the members of the community can follow new ideas, methods, techniques and practices in the field of climate technologies and obtain practical information from first-hand.



### 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, as the public sector supports this change through its regulations, the realization of innovative business models has become easier. One of these is investment strategies in startups. Currently, the Company is included in the venture capital investment funds within Teknopark Istanbul and SSTEK, invests in start-ups in accordance with our R&D Center obligations, and when strategically and/or financially important start-up companies are identified, they are directed to the relevant fund structures.

# HIGH ECONOMIC PROSPERITY

## TECHNOLOGY AND INNOVATION

### PREDICTIVE ANALYSIS AND CRITICAL TECHNOLOGIES

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

Today, there are supply problems due to various reasons such as export restrictions, political developments, and disruptions in supply chains. In order to combat this issue, technology development projects are prepared in the relevant fields by identifying the areas where our country lacks capability. In addition to R&D activities on engineering and technical issues for high-tech products, our company contributes to the development of our country's industry at all stages, from production processes to the testing of the final product.

In this context, our Company makes future predictions by analyzing the trends and signals in the development of technology, and performs foresight analysis activities to identify technologies that are considered critical in the light of these predictions. Within the scope of these activities, it is aimed to identify possible future alternatives and how these alternatives will be achieved by identifying and grouping the dynamics that shape the future. These studies enable the development of strategies to improve the products and operations of our company, which aims to bring our country to a leading position in the aviation and space industry, which is constantly developing with new technologies; thus, contributing to our country to gain a competitive advantage in the aerospace industry.



# HIGH ECONOMIC PROSPERITY

## R&D MANAGEMENT

### R&D PROJECTS

A Research and Development activity is defined as a **Research and Development (R&D) Project** which is carried out in the form of a project whose purpose, scope, method, duration, stages, critical points and outputs are determined in accordance with the strategies and objectives of the company and for which a budget allocation has been made.

R&D Projects	2023
Completed R&D Projects	184
Completed R&D Projects Financed by External Funds	31
Completed R&D Projects Internally - Funded	153
Ongoing R&D Projects	116
Ongoing R&D Projects Financed by External Funds	41
Ongoing R&D Projects Internally - Funded	75

### THE STEADY INCREASE IN OUR COMPANY'S R&D SPENDING CONTINUES

YEAR	2021	2022	2023
Total R&D Expenditure (TL)	4.4 Billion	12.5 Billion	28.2 Billion
Ratio of Total R&D Expenditure to Turnover (%)	35.55	48.6	49.6
Equity R&D Expenditure (TL)	1.3 Billion	3.3 Billion	6.1 Billion
Ratio of Equity R&D Expenditure to Turnover (%)	10.42	12.9	10.61

As of the end of 2023, Turkish Aerospace **ranked 58th in the Defense 100** list of the world's 100 largest defense industry companies, which is announced internationally every year, and **1st in the R&D 250 list** announced by Turkishtime in Türkiye every year. The ratio of R&D expenditure to turnover was 49.6%. We continue to fund sustainable R&D projects, invest in new equipment and equipment infrastructure, and acquire technological infrastructure.

# HIGH ECONOMIC PROSPERITY

## R&D MANAGEMENT

Our R&D activities are carried out at Kahramankazan, METU Teknokent, ITU Arı Teknokent, Teknopark Istanbul, YTU 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, activities to train human resources for the needs of the defense and aerospace industry and joint projects are carried out within the scope of university-industry cooperation. The incentives and supports provided within the scope of Law No. 5746 play an important role in the development and realization of new products and technologies by our Company, which works to achieve the goals of the Turkish Aerospace by shaping the aerospace ecosystem in our country.

As of the end of 2023, **5,749 R&D personnel** were actively involved in R&D projects. The number of R&D personnel continues to increase steadily.

On December 22, 2022, Türkiye's best in R&D, design and technology came together in Izmir. The R&D and Design Centers and Technology Development Zones Summit was held in Izmir. At the summit, a total of 42 awards were presented, 30 in 10 categories for R&D and Design Centers and 12 in 4 categories for Technoparks.

Our Company was recognized as the **"Champion"** in the category of **"Highest Employment of New R&D Personnel"**.



## R&D AND INNOVATION COLLABORATIONS

With the awareness that the leading position we aim for in the aviation and defense industry can be achieved with the contributions of all our stakeholders and researchers, it is important to design models for R&D and innovation collaborations and to operate them for the benefit of our Company.

In this context, in line with the vision and goals of our Company and in order to provide sustainable competitive advantage on a global scale, our Company carries out the activities of determining R&D and innovation cooperation strategies, managing internal and external relations in accordance with cooperation strategies, creating, designing and operating cooperation projects / programs / mechanisms / models.

In addition, the Company's innovation roadmap is determined, corporate innovation processes and culture are established, innovation performance is measured and improved, intrapreneurship activities are carried out and open innovation activities are directed.

"Sustainable Innovation", which is included in our Company's innovation roadmap, enables the creation of ideas and products that contribute to the ecological environment and economic vitality.

R&D and innovation collaborations are used as a tool to improve our corporate and environmental performance on the road to our company's sustainability goals. In this sense, young talent programs are operated to train qualified human resources, more employment is provided, and utmost importance is given to intrapreneurship and open innovation activities to encourage innovation.

Our high-tech indigenous products in the aerospace industry are realized through our R&D cooperation activities and by managing our innovation processes with the contributions of all our departments from marketing to production, supply chain to sales. 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.

# HIGH ECONOMIC PROSPERITY

## PATENT ENGINEERING

In order to protect the intellectual and industrial rights of our company, 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, material designs, power transmission systems to aerodynamic improvements.

In 2023, Turkish Aerospace filed a total of **239 patent applications**, including **70 national** and **169 international patent applications**, and completed the patent registration procedures for 32 national and 10 international patent applications.

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 2023, we received 11 awards at the Istanbul International Invention Fair (ISIF), where more than 400 inventions were exhibited. With our inventions evaluated by an international jury board consisting of experts in their fields, we received a total of 11 awards at ISIF, including 6 bronzes, 2 silver, 2 gold medals and the "IFIA Best National Award". Our company won the "IFIA Best National Award" with the patent application titled "An Ammunition Housing Element" developed by our inventors Engin Taşkıran and Görkem Demir to improve aerodynamic effects in aircraft. Two separate gold medals were awarded for "A Control Surface Movement Mechanism" and "A Shaping Machine".



# HIGH ECONOMIC PROSPERITY

## INDIGENIZATION ACTIVITIES



WE EMBRACE THE PRINCIPLE OF DOMESTIC AND NATIONAL PRODUCTS IN THE INFRASTRUCTURE OF OUR OPERATIONS, AND WE ARE BUILDING OUR FUTURE STRONGER BY REDUCING EXTERNAL DEPENDENCY WITH OUR UNIQUE SOLUTIONS.

In line with our vision and mission to become a world-brand aerospace company with indigenous products and global competitiveness, to produce solutions that meet national security needs in the aerospace sector and to lead the development of the industry, we are preparing the **Indigenization Roadmap** of our Company.

We closely follow the technologies and trends that will contribute to our competitiveness in the global market, and at the same time, we carry out studies by identifying capabilities that are not available in our country.

In addition to our engineering and R&D activities for high-tech products, we stand by the industrial development of our country at all stages, from production processes to the testing of the final product.

In this context, we identify critical components, and if they are within the capabilities of our company, we design processes to ensure that they can be realized in our company, and if they cannot be realized within our company, we design processes to ensure that they can be realized in the domestic industry at all possible stages, from raw materials to the production of the required part.

We have detailed indigenization activities for critical subsystems/components/systems that cannot be realized within our company and established the Indigenization Status Tracking platform. With the projections applied on the platform, we analyzed the amount of foreign currency prevented from going abroad and the

developing domestic business volume. We continue to work in close contact with the local industry and closely follow developments. In 2023, we participated in many events such as IDEF'23, Kocaeli Industry Meeting, Konya Industry Meeting and Mersin Industry Meeting and met with companies. We have added the companies working for the defense industry in our country to our company database according to their capabilities.

### Material/Process Localization

- In order to reduce foreign dependence on materials used in aviation, we have initiated localization efforts for **aluminum alloy flat extrusion products**, which are among the most widely used materials in the aviation industry.
- We continue to work on the production of super alloys that maintain their mechanical properties at high temperatures and other environmental conditions for use in aircraft engines, in accordance with all standards, with domestic resources.
- We are rapidly continuing all the necessary formula development and qualification activities for the use of indigenous paints that comply with international standards for use in our indigenous products that are localized. In this context, we used **indigenous paints in KAAAN, HÜRJET and ANKA 3** prototypes.

### Subsystem Indigenization

- Within the scope of indigenization efforts, we continue to produce **subsystems/components/systems** used in Indigenous

Products with domestic companies that are experts in their fields, thereby reducing foreign dependency.

- Within the scope of Indigenization Studies, a total of **606** critical subsystems/components/systems were studied. In this context, **182** projects can be directly produced domestically, while domestic indigenization studies are available for **284** of the remaining projects.
- **122** of these projects have been successfully completed, and we aim to bring sustainable development to our industry with **178** ongoing projects.
- Within the scope of indigenization efforts, we met and contacted **190** companies for critical subsystems/components/systems. We signed contracts with **80** local companies.

### Machinery and Equipment Indigenization

- While producing and developing our indigenous products that are localized, we contribute to our domestic industry and production by localizing the machinery and equipment used.
- By completing many projects covering different fields such as **Hydraulic Test Equipment, Ground Control Station, Head Scanning Device used in the production of helmets for pilots, and Pilot Helmets**, we have contributed to the production capability of our country with domestic and national capabilities.
- In this context, we have completed 8 projects that are actively used in the T129 ATAK, T625 GÖKBAY and UAV projects.
- We continue to work rapidly on **11** ongoing Machinery and Equipment projects, with the aim of using them in all our indigenous products.

# HIGH ECONOMIC PROSPERITY

## INFORMATION TECHNOLOGIES

In 2023, we created the Digital Transformation Strategic Management Plan by prioritizing the strategic goals and objectives of our company within the scope of Digital Transformation and all existing and new digitalization projects required to achieve these goals and started to follow up with the project management principle. In this context, we will continue the digital transformation without slowing down to increase our competitiveness in the sector by ensuring that all digitalization projects are compatible with our strategies and that our resources are used effectively.

### Data Science CODA (Center of Data & Analytics)

In order to take “Kokpit”, our business intelligence platform developed to increase our capacity to access and analyze data quickly in line with the opportunities offered by current data science technologies, to the next level, the CODA (Center of Data & Analytics) project will standardize data access, data transformation and data production, make SSOT (Single source of truth) widespread in the Turkish Aerospace, reduce resource and energy use and create a sustainable “Kokpit” environment. It is also a project:

- It enables the information created and reported at the operational level to **be brought to the analytical or strategic level without changing**. In this way, more insights can be generated.

- **It eliminates reporting dependency** on specific people within the same or nearby units and, thanks to its simple use, gives units the chance to spend more time on their own processes. It reduces labor force utilization.
- It enables units working in the same ecosystem to **produce knowledge together**. This facilitates the acceptance of the knowledge produced and accelerates the processes.
- It ensures **the singularization of terminology and cataloging of information**. Shortens job start orientations.
- It maximizes the accuracy, **uniqueness and meaning** of the information created within Turkish Aerospace.
- It is the fastest way for Turkish Aerospace employees to access information within their authorizations **by consuming Company resources at the minimum level**.
- The same information, or information that should be the same, is prevented from **being created over and over again** by independent units.
- It enables the production of analytical information **that cannot or should not be produced by the individual user**.

- It ensures **the institutionalization of knowledge production mechanisms**, methodologies and the protection of the knowledge produced.
- It gives the end user the freedom to choose the tool that touches the information. Provides ad-hoc analysis. **Reduces preparation time for meetings**.

It allows information to be tested at the creation stage. The end user can see if there is a problem with the generated information.

### Digital Transformation / Digital Factory Applications

2023 software functions that contribute to the sustainability of our products in Production, Quality and Logistics:

### Manufacturing Execution System (MES)

New functions have been added to the Manufacturing Execution System (MES), where production work orders are tracked, production planning data are displayed in the field and production data of our products are collected at both detail and assembly level, with improvements to collect production data from the field in the most effective way, such as technicians being able to make labor entries from here during use.

### Production Traceability

While the work orders that cannot continue production on the production line can be tracked with a single status code, it is now possible to track them with multiple status codes and a multiple perspective has been brought to the measures to be taken to prevent the production flow in the area.

# HIGH ECONOMIC PROSPERITY

## INFORMATION TECHNOLOGIES

### Product Availability

Improvements have been made by adding controls such as First Article Inspection (FAI), which is performed before starting mass production, and Delta FAI assignment controls, which are performed in case of changes in the criteria affecting the production process, in case the production of the part is interrupted and restarted, and transferring the FAI/Delta FAI decision to the next one after the part is scrapped. In addition, with the TOOL-FAI integration, the system automatically assigns the Delta FAI requirement by taking into account the use of the tools in the work order steps, the features of the tool, whether the workflow has used the tool before or not.

### Aircraft Maintenance

Functions such as protective maintenance, repeated publication of maintenance plans, and adding breaks to the product tree obtained as produced have been added to the aircraft maintenance module, which is used for the maintenance of aircraft and equipment before delivery.

### Interactive Electronic Technical Publication

The Interactive Electronic Technical Manual (IETM) presentation software, developed for use in our original projects, has started to be used.

### INFORMATION TECHNOLOGY MANAGEMENT

#### ISO 27001 Audit

In 2023, the ISO 27001 external audit was successfully passed and the continuity of the certificate was ensured. In addition to facilitating our bidding processes in international projects, this certificate is also a requirement for the continuation of our company's Authorized Economic Operator status granted by the Ministry of Trade.

#### Our Information Security Policy

In order to ensure the confidentiality, integrity and accessibility of our company's information assets, to fulfill legal requirements and to increase the awareness of our stakeholders on information security; we ensure that the necessary technological solutions and processes are established with competent human resources and continuous improvement approach in information security issues.



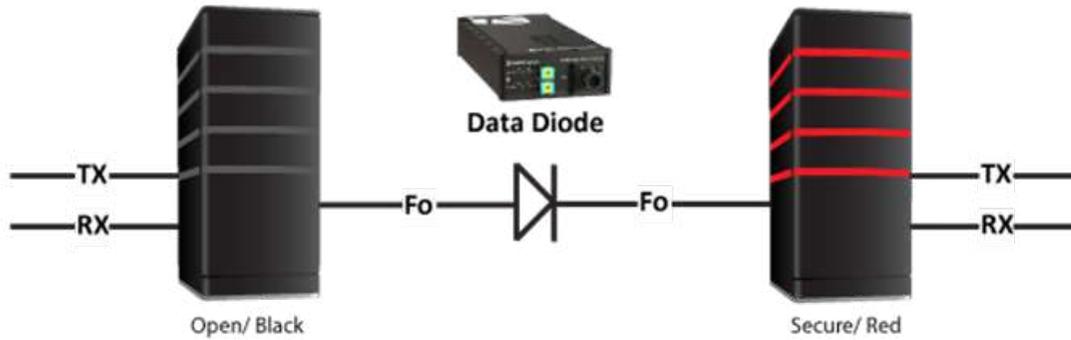
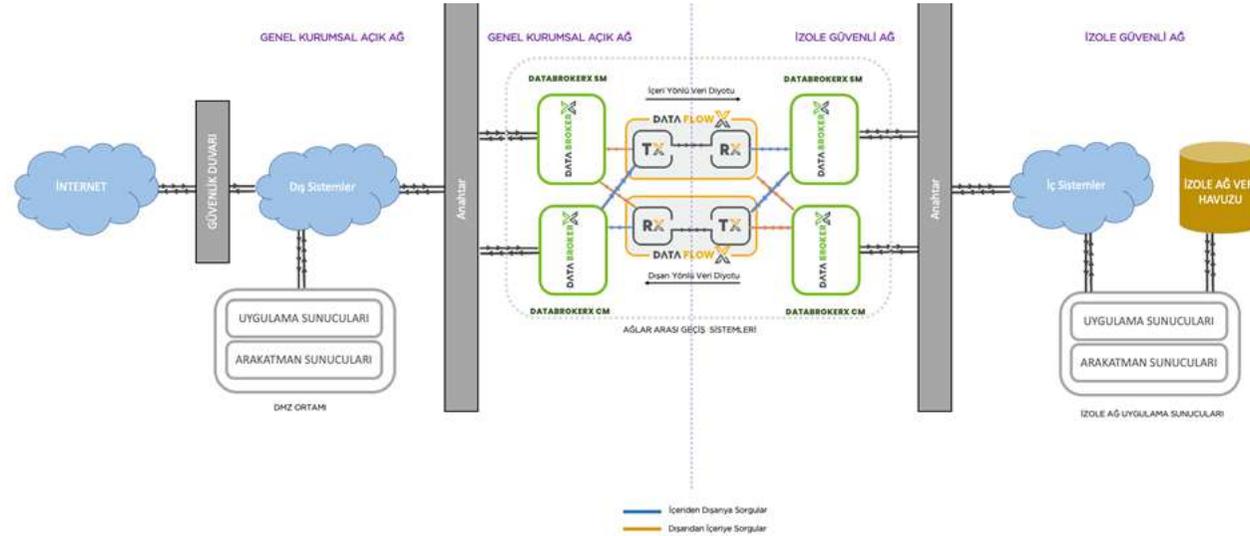
# HIGH ECONOMIC PROSPERITY

## INFORMATION TECHNOLOGIES

### Data Diode Architecture

“Data Diode” infrastructure was procured and commissioned in order to use the Engineering Software and the licenses of the Academy infrastructure in our other network effectively.

Turkcell Superonline, which has been providing services for our company over Türk Telekom infrastructure until now, has brought its own fiber infrastructure to the Akıncı campus. In this way, an important step was taken within the scope of the efforts to transition both our Internet and remote office connections to the infrastructure of a redundant service provider.



### Provincial Air Ambulance Infrastructure

The operation of the Provincial Air Ambulances operated by Gökçen Aviation was transferred to our Company and the Internet access used in the Company's connection of the Provincial Air Ambulance points located in 12 cities across Türkiye was configured in a redundant (MPLS and ADSL) and secure SDWAN architecture.

# HIGH ECONOMIC PROSPERITY

## INFORMATION TECHNOLOGIES

### CYBER SECURITY

We are creating a cyber security strategy specific to the needs of the Turkish Aerospace for sustainable cyber security that needs to be constantly updated, where no single solution or approach is sufficient. We are following a proactive, sustainable cyber security strategy that aims to ensure that Turkish Aerospace is prepared for future cyber threats, that production can continue without interruption, and that material and moral losses are prevented.

We ensure sustainable cyber security through activities under the main headings of Continuous Monitoring, Analysis, Incident Response and Strategy & Management.

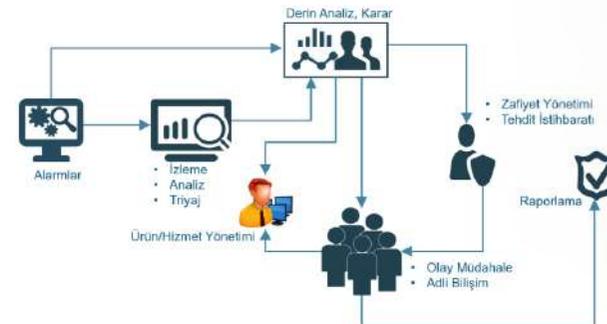
#### 1. CONTINUOUS MONITORING

At the Cyber Security Operations Center (CSOC), we carry out continuous monitoring, response to detected incidents and incident management processes on a 24x7 basis. We collect and evaluate intelligence information on threats and possible attacks against both the defense and aerospace sector and the Turkish Aerospace in the digital world, and take measures. With the data we obtain from cyber threat intelligence, we close the vulnerabilities that will cause damage to the Turkish Aerospace as soon as possible.



#### 2. ANALYSIS

We contribute to the safer presentation of applications to users by preventing possible errors and vulnerabilities by analyzing the code of corporate software developed. We prepare and keep up-to-date individual and department-based scorecards to monitor employee behavior and awareness, which is the most critical element in sustainable cyber security. We promptly address vulnerabilities that could harm Turkish Aerospace using data obtained from cyber threat intelligence.



#### 3. INCIDENT RESPONSE

We intervene in all cyber security incidents that occur with internal and external stakeholders regardless of working hours. We ensure the sustainability of Turkish Aerospace's cyber security by drawing lessons learned after cyber security incidents.

When cyber security incidents gain a legal dimension, we collect all evidence through forensic analysis and activities.

#### 4. STRATEGY and MANAGEMENT

We organize drills and trainings to measure and improve the readiness of Turkish Aerospace against cyber security incidents, and we carry out improvement activities by evaluating the results.

# HIGH ECONOMIC PROSPERITY

## INFORMATION TECHNOLOGIES

We protect Turkish Aerospace’s digital assets and prevent service interruption and data loss. While fulfilling this mission, we not only protect Turkish Aerospace 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.

Through our analyses and interventions, we prevent financial losses (exposure to fraudulent activities) resulting from incidents, thereby contributing to the financial stability of Turkish Aerospace. Through these activities, we support the sustainability of our company in the digital realm.

We protect Turkish Aerospace’s digital ecosystem from malware, viruses and cyber threats that could disrupt its harmony. We use up-to-date techniques and tactics to prevent cyber threats and potential damages that may arise from the supplier ecosystem.

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.

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 organized two “**Phishing Drills**” in 2023 in order to increase the cyber security awareness levels of our employees. We measured the level of cyber security awareness on a person and department basis and assigned training to our employees in need. We informed our employees with posters, images on digital screens, screen savers to draw attention to current attacks and what to do in case of possible attacks.

We successfully completed internal and external audits on cyber security. We received **Level 4 (Advanced) certification**, the highest level in the Cyber Hygiene audit conducted for institutions and organizations that provide products and services to the Presidency of Defense Industries. We continue to work in compliance with national and international cyber security standards to ensure the sustainability of the certificate we have earned.



# HIGH ECONOMIC PROSPERITY

## SUPPLY CHAIN MANAGEMENT

**IN THE SELECTION AND EVALUATION PROCESSES OF THE SUPPLIERS TO BE INCLUDED IN OUR SUPPLY CHAIN, WE CONSIDER THE QUALITY SYSTEM, QUALIFIED WORKFORCE, TECHNOLOGICAL INFRASTRUCTURE AND FINANCIAL STRENGTH CRITERIA AS WELL AS OUR COMPANY'S SUSTAINABILITY GOALS AND POLICIES AS PER THE INTERNATIONAL STANDARDS.**

Our sustainability approach that we follow in all our fields of activity while creating and managing our expansive supplier ecosystem. In the selection and evaluation processes of the suppliers to be included in our supply chain, we consider the quality system, qualified workforce, technological infrastructure and financial strength criteria as well as our company's sustainability goals and policies as per the international standards.

In all material, equipment and service procurements from local 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 as per our Company's procurement policy. The number of approved foreign suppliers for 2023 is 955 and the number of approved domestic suppliers is 422.

**Our Supplier Selection Process** We collect quotations from approved manufacturers for materials for which approved manufacturers are specified in the engineering documents or on the specified platforms. For cases where the source of supply is not pre-defined, we manage our bidding process according to the approved source lists of the main contractor of the relevant procurement program, or our own approved source lists.

## SUBCONTRACTOR PERFORMANCE EVALUATION ACTIVITIES

We evaluate the activities of subcontractors in terms of delivery, support and quality performance, and issue a "Subcontractor Company Performance Evaluation Report" on a company basis at the end of each year. In line with the pre-defined main criteria, we score subcontractors to classify them as Exceptional, Competent, Adequate, Unsuccessful.

In addition to category-based evaluations, we ensure that all issues that pose risks or problems in terms of calendar, commercial or technical terms are notified to our procurement units and units that play an active role in company selection stages through official correspondence.



We make sure that all our employees have equal information and risk awareness regarding the performance of our Company's subcontractors. We take an inclusive approach by ensuring that subcontractor performance is monitored by all relevant units 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.

# HIGH ECONOMIC PROSPERITY

## SUPPLY CHAIN MANAGEMENT

### 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 conduct risk/opportunity assessments of raw material, semifinished and finished product suppliers through our Supply Risk Assessment module in cooperation with our procurement units under the categories of capacity, capability, financial strength, location/geographical location, IT system, physical infrastructure, industrial security, regulations, contract, supply chain (subcontractor), logistics, human resources, satisfaction of 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 business transfer processes with the help of the data entries they make on the Outsourcing Portal. In case 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 cases that may affect the activities carried out/to be carried out, cases 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 at our suppliers' locations, 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 categorizing 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 we take quality performance indicators into account in our risk assessments. Supporting Outsourcing

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



# HIGH ECONOMIC PROSPERITY

## SUPPLY CHAIN MANAGEMENT

### SUPPORTING OUTSOURCING PORTAL

Through our highly functional Outsourcing Portal, we interact and exchange data with all our local suppliers online. Thanks to our Outsourcing 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 placed to our local suppliers through the portal.
- **Inventory Management:** We manage all inventory movements of the materials both stored in-house or at 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 that arise during production to be reported through the portal, our quality and manufacturing units to examine problems on an item-by-item basis, and to create technical support tickets during the production process.

- **Capacity Management:** We perform workload and capacity analysis by defining the machine information and part routes used in our local companies on the portal.
- **Shipment Management:** We use barcode system and track all orders shipped to our Company by our domestic suppliers. We manage through the portal the shipping process of products to be delivered from industrial zones in Ankara.
- **Delivery Performance Evaluation:** We evaluate our suppliers according to many metrics through monthly scorecards. We enable our suppliers to monitor their own performance metrics through the Outsourcing Portal. We can create quality, planning and technical analyzes with the data we collect through the portal.

### SUSTAINABILITY OF MATERIAL SUPPLY USED IN THE PRODUCT

Through our Procurement Management System, we systematically manage supplier company information as well as requisition, purchase order, and product acceptance processes of our Company. We also consider parameters such as the amount of energy consumption and annual maintenance cost that we demand from the companies while evaluating the offers.

We systematically monitor the compliance of supplier audits with quality standards. We procure products/services from the suppliers that have satisfied our criteria.

We carry out preliminary inspections within the plans and standards we set to maintain the quality level. When a problem is detected during the preinspections, we ensure that supply quality standards are maintained by taking the necessary actions on product and company basis.

### 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.

### SUPPLY CHAIN QUALITY ASSURANCE

Quality Performance Indicators We measure quality performance of each of our suppliers in the supply chain by tracking the number of non-conforming products and corrective action performance indicators. We monitor the quality performance of our suppliers on a

# HIGH ECONOMIC PROSPERITY

## SUPPLY CHAIN MANAGEMENT

monthly basis and take immediate action if we observe a sudden negative change or negative trend in their performance scores. 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 related data.

A new portal is underway to notify our suppliers of nonconformities detected in our Nonconformity Management and Technical Support facilities or suppliers, and to carry out Root Cause Analysis and Corrective Actions 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, while also ensuring coordination for Turkish Aerospace.

### QUALITY PERFORMANCE INDICATORS

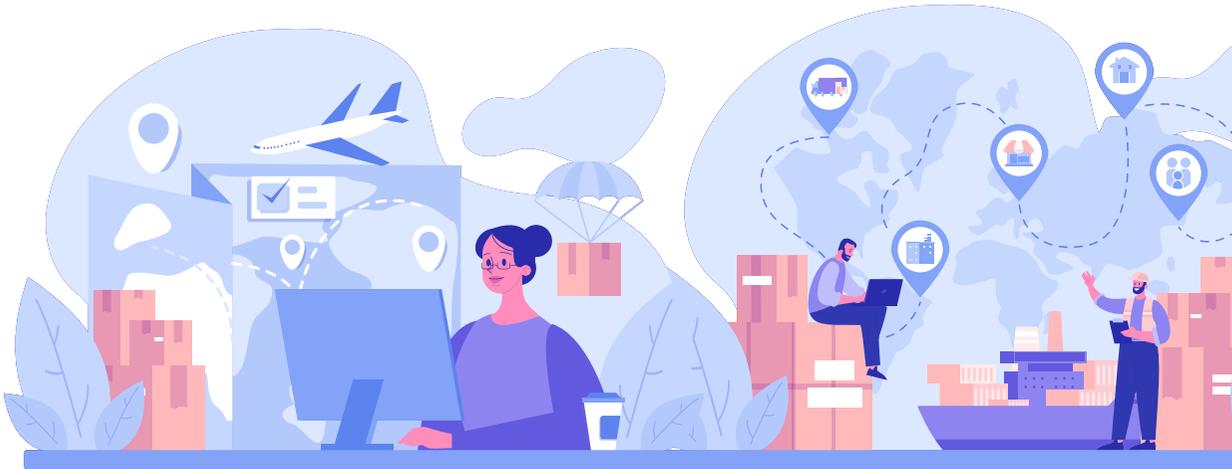
In the supply chain, we measure the quality performance of each of our suppliers by tracking the number of nonconforming products and corrective action activities performance indicators.

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

We are working on a new portal to notify our suppliers of detected nonconformities and to conduct root cause analysis and corrective action activities 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 Industry.

“Supplier and Auxiliary Industry Companies Environmental Sustainability Assessment Questionnaire” was prepared within the scope of increasing the awareness of our supplier companies on sustainability and disseminating sustainability activities in supplier companies.



# HIGH ECONOMIC PROSPERITY

## QUALITY MANAGEMENT

**WE VERIFIED AND CERTIFIED THE DEFINITIONS, PROCESSES AND PERFORMANCE OF OUR QUALITY MANAGEMENT SYSTEM THROUGH INTERNAL AND EXTERNAL AUDITS IN 2023. WE ENSURE THE EFFECTIVE IMPLEMENTATION AND CONTINUITY OF THE REQUIREMENTS OF MANAGEMENT SYSTEMS STANDARDS IN OUR COMPANY THROUGH AUDITS.**

### 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

In order to ensure standardization in management systems, we also have the following certified management systems.

### CERTIFIED 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 Certificate

In addition to the Management Systems standards, we continue our work in accordance with the following regulations determined by civil and military authorities.



# HIGH ECONOMIC PROSPERITY

## QUALITY MANAGEMENT

### CIVIL AND MILITARY AUTHORITY APPROVALS

- Design Organization Approval (DOA/ TOO)/EASA - DGCA
- Design Organization Qualification Approval (TOYO)/SSB
- Production Organization Approval (POA/ PPO)/EASA - DGCA
- Production Organization Qualification Approval (ÜROYO)/SSB
- Type Certificate (EASA - DGCA - SSB)
- Approved Training Organization (ATO) DGCA
- Continuous Airworthiness Management Organization Certificate Approval (Part-CAMO)/DGCA
- Maintenance Organization Certificate Approval (SHT-145)/DGCA

### NADCAP SPECIAL PROCESS APPROVALS

As Turkish Aerospace, we carry out our activities within the framework of NADCAP (National Aerospace and Defense Contractors Accreditation Program) certification in 9 special processes including composites, chemical treatments, heat treatments, non-destructive testing, surface reinforcement, welding, measurement and inspection, structural assembly and testing of non-metallic composite materials.

### APQP EFFORTS

APQP (Advanced Product Quality Planning) is a method used to confirm that the design and manufacturing processes throughout the product life cycle produce appropriate outputs within the specified plan. With the publication of AS/EN 9145 APQP&PPAP standard, it has become widely demanded in the aviation industry. In this direction, our APQP activities continue at the customer level, and our APQP promotion activities and training organizations continue within the company and in the domestic sector. We anticipate that APQP activities, as an important means of increasing customer satisfaction, will become more widespread day by day and will be actively used in the processes of new work packages, work transfers or major engineering changes, including our suppliers, and we continue our efforts in this direction.



# HIGH ECONOMIC PROSPERITY

## 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 given below.

We defined our safety policy as continuously improving safety performance by managing aviation safety risks together with all our stakeholders, complying with legal legislations, requirements and other conditions and in an environment based on a fair culture. We effectively implement our Safety Policy by taking into account the following principles.

### ICAO ANNEX 19 / SHY-SMS SAFETY MANAGEMENT SYSTEM

Safety Policies and Objectives	Safety Risk Management	Safety Assurance	Promotion of Safety
1.1. Management Commitment and Responsibility 1.2. Safety Responsibilities 1.3. Identification of Key Safety Personnel 1.4. Coordination of Emergency Action Plan 1.5. SMS Documentation	2.1. Identification of Dangers and Risks 2.2. Safety Risk Assessment and Elimination	3.1. Safety Performance Monitoring and Measurement 3.2. Change Management 3.3. Continuous Improvement	4.1. Education and Training 4.2. Safety Communication

# HIGH ECONOMIC PROSPERITY

## AVIATION SAFETY

WE DEFINED OUR SAFETY POLICY AS CONTINUOUSLY IMPROVING SAFETY PERFORMANCE BY MANAGING AVIATION SAFETY RISKS TOGETHER WITH ALL OUR STAKEHOLDERS, COMPLYING WITH LEGAL LEGISLATIONS, REQUIREMENTS AND OTHER CONDITIONS AND IN AN ENVIRONMENT BASED ON A FAIR CULTURE.

- We ensure the continuity of our Safety Management System activities in accordance with all relevant national and international legal and other requirements such as AS/EN 9110, EASA Part21, SHY 21, SHY SMS, EASA Part 145, 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 legal safety obligations of our employees regarding the operations in their areas of responsibility.

**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.

**Information Culture:** We ensure that our employees who operate and manage the system have the most up-to-date information about 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.



- We ensure that all levels of management and all employees of our company are aware of their responsibilities in achieving the highest level of safety performance and are committed to our safety policy.
- We ensure the establishment and maintenance of a risk-based and effective Safety Management System for all activities we carry out in the field of aerospace.
- We adopt an approach of creating, implementing, maintaining and continuously improving our strategy and processes to achieve the highest safety performance.
- We create a corporate culture that promotes safety practices by providing all necessary resources, and encourages effective safety-related reporting and communication.

# HIGH ECONOMIC PROSPERITY

## 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, EFFICIENT AND EFFECTIVE OPERATION OF OUR COMPANY IN A MANNER TO INCLUDE ALL AVIATION ACTIVITIES.

**Culture of Fairness:** 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 (SMS)

**Safety Policies and Objectives:** We determine our safety policies and objectives and safety incentive components to cover the mandatory organizational arrangements of the SMS. We include safety risk management and safety assurance components in the basis of our SMS.

As Turkish Aerospace, we transparently share our safety targets set by our Safety Review Board with all our employees and periodically review them.

**Safety Risk Management:** In the process of hazard and risk identification, we effectively collect, record, evaluate, make applicable and improve feedback on the hazards in our operations by using a combination of retrospective safety data evaluation methods and prospective predictive safety data collection methods.

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

**Safety Assurance:** As Turkish Aerospace, we have identified the 3 key pillars of Safety Assurance as monitoring, measuring, improving and tracking safety performance, change management and continuous improvement of the SMS.

**Monitoring, Measurement, Improving and Tracking of Safety Performance:** We use ICAO Document 9859 as a guidance document when determining performance indicators and acceptable safety levels within the scope of SMS. 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 SMS for changes that have a safety impact. We evaluate the changes and potential impacts during periodic safety meetings.

**Continuous Improvement of SMS:** We pursue 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 SMS standards and to eliminate the reasons that cause this situation.

**Safety Incentive:** As Turkish Aerospace, we aim to develop a positive safety culture to achieve the safety targets we set within the scope of the Safety Management System and support it with safety incentives. 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 so that our Company can operate consistently, functionally and effectively, covering all aviation activities.

# GRI CONTENT INDEX

GRI STANDARD	EXPLANATIONS	PLACE
GRI 2: General Disclosures 2021	2-1 Organization details	About the Report, Organizational Structure, Partnership Structure, Turkish Aerospace at a Glance
	2-2 Entities included in the organization's 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 revised declaration
	2-5 External assurance	Independent Limited Assurance Report
	2-6 Activities, value chain and other business relationships	Fields of Activity
	2-7 Employees	Employee Profile, 2023 Sustainability Performance in Figures
	2-8 Workers who are not employees	Employee Profile
	2-9 Governance structure and composition	Our Organization Structure, Committees
	2-10 Nomination and selection of the highest governance body	Committees, <a href="http://www.tusas.com/en/corporate/management">www.tusas.com/en/corporate/management</a>

GRI STANDARD	EXPLANATIONS	PLACE
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	<a href="https://www.tusas.com/en/corporate/management">https://www.tusas.com/en/corporate/management</a>
	2-12 Role of the highest governance body in overseeing the management of impacts	Strong Sustainability Performance, Corporate Governance, Committees
	2-13 Delegation of responsibility for managing impacts	Strong Sustainability Performance, Corporate Governance, Committees
	2-14 Role of the highest governance body in sustainability reporting	Committees, Sustainability Priorities, Materiality Assessment Analysis
	2-15 Conflicts of interest	Ethical Principles, <a href="http://www.tusas.com/en/corporate/management">www.tusas.com/en/corporate/management</a> , <a href="https://www.tusas.com/en/corporate/about-us/ethic-codes">https://www.tusas.com/en/corporate/about-us/ethic-codes</a>
	2-16 Communication of critical concerns	Corporate Governance
	2-17 Collective knowledge of the highest governance body	<a href="http://www.tusas.com/en/corporate/management">www.tusas.com/en/corporate/management</a>
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance, Important Developments in 2023, Awards and Achievements
	2-19 Remuneration policies	Remuneration Policy, Comprehensive Social Benefits for All Employees, Global equality, diversity and inclusion, <a href="http://career.tusas.com">career.tusas.com</a>
	2-20 Process to determine remuneration	Our Pricing Policy, Career & Life   Turkish Aerospace ( <a href="http://tusas.com">tusas.com</a> )

# GRI CONTENT INDEX

GRI STANDARD	EXPLANATIONS	PLACE
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	This information is not shared for confidentiality reasons.
	2-22 Statement on sustainable development strategy	Message from Chairman of the Board of Directors and General Manager, Approach to Sustainability, Our Mission, Vision, and Values, Sustainable Development Goals we aim to Achieve, Corporate Governance
	2-23 Policy commitments	Message from Chairman of the Board of Directors and General Manager, Last 3 Years on our Sustainability Journey
	2-24 Embedding policy commitments	Strong Sustainability Performance
	2-25 Processes to remediate negative impacts	Corporate Governance, Risk Management, Process Management, Stakeholder Map and Stakeholder Communication
	2-26 Mechanisms for seeking advice and raising concerns	Corporate Governance, Ethics Committee and Ethics Hotline
	2-27 Compliance with laws and regulations	During the reporting period, no penalty for non-compliance with laws and regulations was imposed.
	2-28 Membership associations	Memberships and organizations that we support
	2-29 Approach to stakeholder engagement	Stakeholder Map, Stakeholder Communication
	2-30 Collective bargaining agreements	There is no collective bargaining agreement within our Company.

PRIORITY ISSUES		
GRI 3: General Disclosures 2021	3-1 Process of identifying priority issues	Sustainability Priorities, Materiality Assessment Analysis
	3-2 List of priority issues	Sustainable Development Goals We Aim to Achieve

ECONOMIC PERFORMANCE		
GRI 3: Priority Issues 2021	3-3 Management of material topics	Sustainability Priorities, 2023 Sustainability Performance in Figures
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Sustainability Priorities, 2023 Sustainability Performance in Figures
	201-2 Financial implications and other risks and opportunities due to climate change	Environmental Management and Climate Change Practices, Risk Management

SUPPLY CHAIN MANAGEMENT		
GRI 3: Priority Issues 2021	3-3 Management of material topics	Supply Chain Management, <a href="https://www.tusas.com/en/corporate/customer-supply">https://www.tusas.com/en/corporate/customer-supply</a>

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ENERGY AND EMISSIONS MANAGEMENT		
GRI 3: Priority Issues 2021	3-3 Management of material topics	Energy Management
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management
	302-4 Reduction of energy consumption	Energy Management
WATER MANAGEMENT		
GRI 3: Priority Issues 2021	3-3 Management of material topics	<u>Water Management</u>
GRI 303: Water and Wastewater 2018	303-1 Interactions with water as a shared resource	<u>Water Management</u>
	303-2 Management of water discharge-related impacts	<u>Water Management</u>
	303-3 Water withdrawal	<u>Water Management</u>
	303-4 Water discharge	<u>Water Management</u>
	303-5 Water consumption	<u>Water Management</u>
BIODIVERSITY		
GRI 3: Priority Issues 2021	3-3 Management of material topics	Respect for Biodiversity
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Respect for Biodiversity

WASTE MANAGEMENT		
GRI 3: Priority Issues 2021	3-3 Management of material topics	Waste Management
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management
	306-2 Management of significant waste-related impacts	Waste Management
	306-3 Waste generated	Waste Management
	306-5 Waste directed to disposal	Waste Management
GRI 3: Priority Issues 2021	3-3 Management of the priority issue	Waste Management
ENVIRONMENTAL APPROACH		
GRI 3: Priority Issues 2021	3-3 Management of material topics	Our Environmental Management and Climate Change Practices
GRI 305: Emissions 2016	305-1 Direct (Scope 1) Greenhouse Gas (GHG) Emissions	Our Environmental Management and Climate Change Practices
	305-2 Energy indirect (Scope 2) GHG Emissions	Our Environmental Management and Climate Change Practices
	305-3 Other indirect (Scope 3) GHG Emissions	Our Environmental Management and Climate Change Practices
	305-5 Reduction of GHG Emissions	Our Environmental Management and Climate Change Practices

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OCCUPATIONAL HEALTH AND SAFETY		
GRI 3: Priority Issues 2021	3-3 Management of material topics	Occupational Health and Safety, <a href="https://www.tusas.com/en/corporate/vision-mission">https://www.tusas.com/en/corporate/vision-mission</a>
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety, <a href="https://www.tusas.com/en/corporate/vision-mission">https://www.tusas.com/en/corporate/vision-mission</a>
	403-2 Hazard identification, risk assessment and incident investigation	Occupational Health and Safety
	403-3 Occupational health services	Occupational Health and Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety
	403-5 Worker training on occupational health and safety	Occupational Health and Safety
	403-6 Promotion of worker health	Occupational Health and Safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety
	403-9 Work-related injuries	Occupational Health and Safety
	403-10 Work-related ill health	Occupational Health and Safety

CAREER AND TALENT MANAGEMENT		
GRI 3: Priority Issues 2021	3-3 Management of material topics	<a href="https://career.tusas.com/">https://career.tusas.com/</a>
GRI 404: Education and Training 2016	404-1 Average hours of training per year per employee	Academy Activities
	404-2 Programs for upgrading employees skills and transition assistance programs	Performance Development, Career and Talent Management, Academy Activities
	404-3 Percentage of employees receiving regular performance and career development reviews	Performance Development, Career and Talent Management, Academy Activities

EQUAL OPPORTUNITY AND DIVERSITY		
GRI 3: Priority Issues 2021	3-3 Management of material topics	Reverse Brain Drain, Global Equality, Diversity and Inclusion
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Reverse Brain Drain, Global Equality, Diversity and Inclusion

PRODUCT QUALITY AND SAFETY		
GRI 3: Priority Issues 2021	3-3 Management of material topics	Quality Management
GRI 405: Diversity and Equal Opportunity 2016	416-1 Assessment of the health and safety impacts of product and service categories	Quality Management, <a href="https://www.tusas.com/en/corporate/vision-mission">https://www.tusas.com/en/corporate/vision-mission</a>

INFORMATION SECURITY		
GRI 3: Priority Issues 2021	3-3 Management of material topics	<a href="https://www.tusas.com/en/corporate/vision-mission">https://www.tusas.com/en/corporate/vision-mission</a>
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information Technologies <a href="https://www.tusas.com/en/corporate/vision-mission">https://www.tusas.com/en/corporate/vision-mission</a>

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TECHNOLOGY AND INNOVATION		
GRI 3: Priority Issues 2021	3-3 Management of material topics	Technology and Innovation, <a href="https://www.tusas.com/en/corporate/vision-mission">https://www.tusas.com/en/corporate/vision-mission</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> , Technology Roadmap - TUSAŞ, Technology Centers - TUSAŞ
R&D MANAGEMENT		
GRI 3: Priority Issues 2021	3-3 Management of material topics	R&D Management, <a href="https://usi-arge.tusas.com">https://usi-arge.tusas.com</a> , Self-Sourced R&D Projects - TUSAŞ
PATENT		
GRI 3: Priority Issues 2021	3-3 Management of material topics	Patent Engineering
INDIGENIZATION		
GRI 3: Priority Issues 2021	3-3 Management of material topics	Indigenization Activities

INFORMATION TECHNOLOGY		
GRI 3: Priority Issues 2021	3-3 Management of material topics	Information Technology Management <a href="https://www.tusas.com/en/corporate/vision-mission">https://www.tusas.com/en/corporate/vision-mission</a>
QUALITY		
GRI 3: Priority Issues 2021	3-3 Management of material topics	Information Technology Management <a href="https://www.tusas.com/en/corporate/vision-mission">https://www.tusas.com/en/corporate/vision-mission</a>
SAFETY		
GRI 3: Priority Issues 2021	3-3 Management of material topics	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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