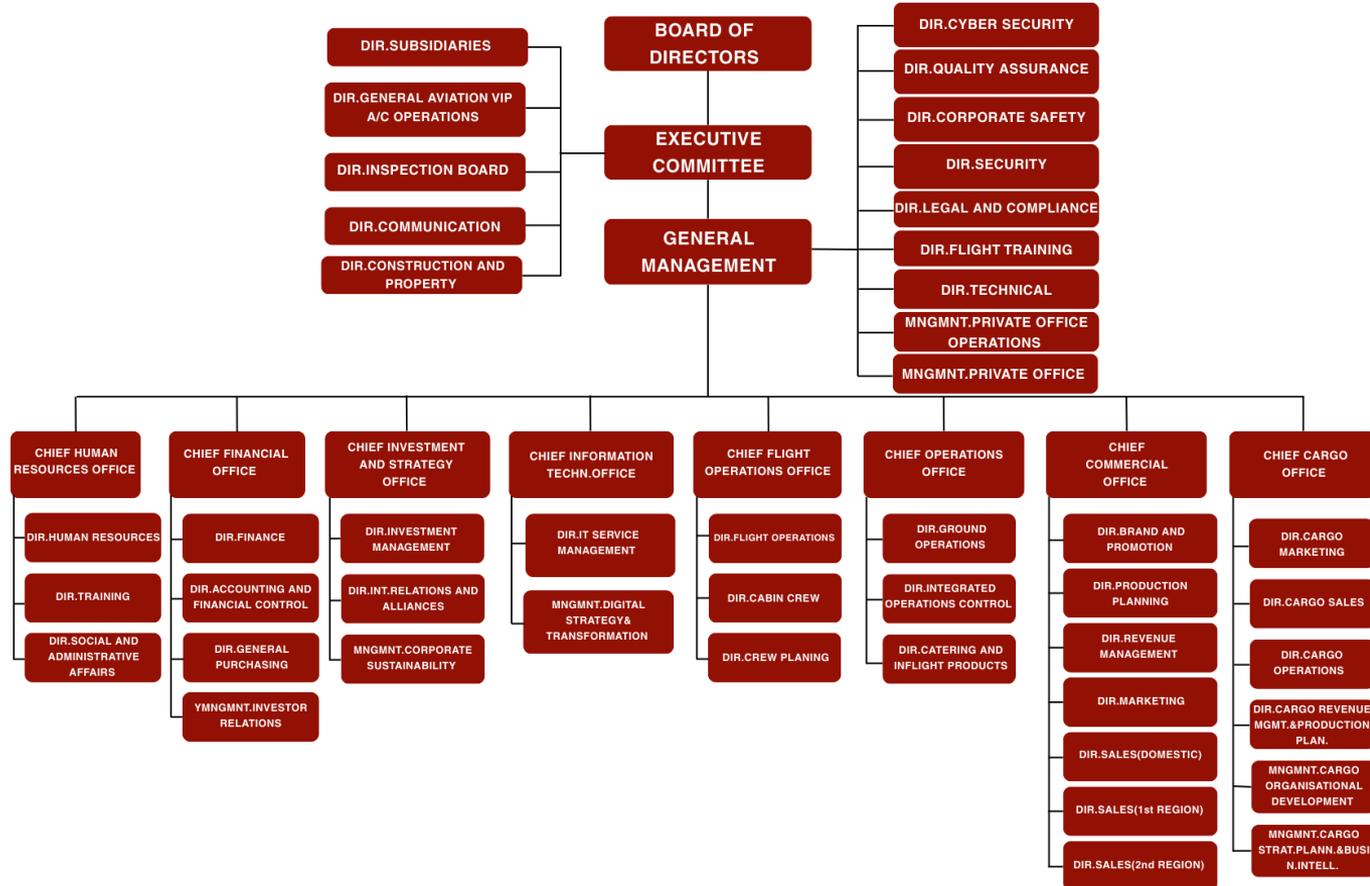




TURKISH AIRLINES INC. WORKING AREAS JOB DEFINITIONS

ORGANIZATIONAL CHART



**HUMAN RESOURCES
DIRECTORATE**

HUMAN RESOURCES DIRECTORATE

- Manages the determination process of employee needs and the recruitment processes in line with the human resources policy and legislation of the Company.
- Conducts assessment and evaluation processes such as exams, interviews, etc. related to recruitment and career management.
- Performs competency analysis studies to determine the basic, functional and managerial competencies required by the positions.
- Develops projects for the improvement of human resources activities.
- Manages the wages, social rights, personal, administrative, health, travel and time management affairs of the employees of the Company, as well as individual and collective labor law affairs, by establishing the necessary coordination, within the scope of national and international legislation and the rules and regulations of the Company.
- Manages processes for ensuring employee satisfaction.
- Makes necessary business analyzes in all units of the Company, establishes organizational structure and job descriptions, and conducts reorganization activities.
- Performs the recruitment procedures of the employees whose employment is approved.
- Responsible for the establishment, implementation and maintenance of the Occupational Health and Safety Management System of the Company and evaluation of its performance.

INSPECTION BOARD DIRECTORATE

INSPECTION BOARD DIRECTORATE

- Conducts inspection, examination and investigation duties in line with the inspection programs organized each year.
- Reports detected, witnessed or experienced accidents, potential situations that may cause accidents, threats and dangers, customer complaints to the units defined in the relevant documents as soon as possible using the communication facilities of the Partnership.
- Participates in trainings organized and assigned to him/her in accordance with national and international laws and civil aviation rules.
- Takes part in the implementation of corrective and preventive activities of the process he/she is assigned, implements changes.
- Ensures that fraud prevention measures are taken, followed up and reported in the Partnership's sales and distribution channels by establishing coordination.

SUBSIDIARY DIRECTORATE

SUBSIDIARY DIRECTORATE

- It evaluates the annual budget and long-term strategic plan studies from the perspective of compliance with both the subsidiaries and the parent company strategy and reports to the Board of Directors.
- It monitors the decisions taken by the General Management and the Board of Directors, the developments in the companies and the strategic plans and regularly informs the Board of Directors.
- It carries out the general coordination of the corporate investment projects of the parent company and subsidiaries (incorporation, merger & acquisition, company sale, etc.).
- When necessary, it contacts the Civil Aviation Authorities, manufacturing companies, all internal and external service and input providers and other necessary institutions and organizations on issues directly related to operation and safety, and participates in coordination and studies.
- It ensures that corrective and preventive activities are carried out and implements changes.

TRAINING DIRECTORATE

TRAINING DIRECTORATE

- Ensures management of the training process in accordance with Company goals, mission, vision, policy and strategies, relevant national/international regulations, Civil Aviation Authority requirements and Company regulations.
- Organizes online and in-class trainings on commercial, technical, administrative, ground handling and language issues.
- Ensures that technical and legislative innovations are included in training programs.

**CONSTRUCTION AND PROPERTY
DIRECTORATE**

CONSTRUCTION AND PROPERTY DIRECTORATE

- Manages the processes required for conducting site surveys, feasibility studies, and preparing the necessary designs and technical documents for all construction, renovation, repair, and decoration services related to the Partnership; ensures execution of the works and finalizes them through the completion of final accounts and acceptance procedures.
- Manages the entry–exit control, maintenance, and operation of electrical, mechanical, and similar systems for parking areas owned or leased by the Partnership; and coordinates with relevant units on the operation of other systems located in these areas.

**SOCIAL AND ADMINISTRATIVE AFFAIRS
DIRECTORATE**

SOCIAL AND ADMINISTRATIVE AFFAIRS DIRECTORATE

- Manages the processes related to labor-intensive service procurements carried out within the Partnership, including tender procedures and the associated accrual transactions.
- Manages the preparation of requisition documents and technical specifications for materials subject to central inventory, inspection of procured goods and services, manages the storage, stock monitoring, and distribution of materials to relevant units.
- Manages, monitoring, and control processes of outsourced services in coordination with the relevant Departments.

**QUALITY ASSURANCE
DIRECTORATE**

QUALITY ASSURANCE DIRECTORATE

- Supervises the execution of the activities and services provided by the Company, in compliance with the national and international legislation, standards, rules, contracts, procedures and requirements, and in accordance with the Company rules and regulations, procedures, requirements and strategies.
- Manages the establishment, operation, monitoring, continuous improvement, reporting and dissemination of the corporate management system(s) that will ensure continuous compliance.
- Manage the unscheduled audit and quality inspection processes of all departments of the Company.

TECHNICAL DIRECTORATE

TECHNICAL DIRECTORATE

- Carries out maintenance, repair, modification, testing and revision of aircraft and engines, components and equipment on aircraft, with the instructions of the Directorate General of Civil Aviation (Turkish DGCA) and the authorities given by the Company, international rules and methods.
- Provides the necessary support in domestic and international service areas, and the economical use and protection of all vehicles and auxiliary equipment used in the fulfillment of these services in order to put the aircraft in the fleet of the Company into service as "airworthy" and to keep them in service in this way.
- It is responsible for ensuring that the operational activities conducted and/or procured by the Company are carried out safely and in accordance with the national and international rules and the Company standards.

FINANCE DIRECTORATE

FINANCE DIRECTORATE

- Provides the fleet and other financing needs of the Company according to the most suitable maturity, interest and exchange rate composition.
- Manages the Company's treasury transactions and cash portfolio.
- Ensures that the purchased aircraft are financed from international financial markets at the most affordable cost.
- Manages fuel procurement transactions and financial risk that may arise due to sudden changes in the fuel market.
- Ensures the execution of insurance transactions in order to ensure that all assets within the Company are protected against possible risks.

**ACCOUNTING AND FINANCIAL
CONTROL DIRECTORATE**

ACCOUNTING AND FINANCIAL CONTROL DIRECTORATE

- Ensures conduct, examination and inspection of accounting transactions of the records made in all accounting directorates affiliated to the Accounting and Financial Control Directorate in accordance with the general accounting principles, Uniform Chart of Accounts, Capital Markets Board and International Financial Reporting Standards, and submission of them as a report by preparing periodic financial statements.
- Provides reporting of all income and expenses related to the field of activity of the Company.

**GENERAL PURCHASING
DIRECTORATE**

GENERAL PURCHASING DIRECTORATE

- Carries out the transactions related to the domestic and international purchases of goods and services, inspection, storage and delivery to the requesting units within the framework of the legislation related to the Company regulations.
- Provides support in issues such as determining the estimated price, preparing technical specifications, and conducting market research in line with the demands of the Company units.

**FLIGHT TRAINING
DIRECTORATE**

FLIGHT TRAINING DIRECTORATE

- Plans, implements and controls the training of cockpit and cabin crews in accordance with national and international legislation and the rules and standards of the Company.
- Ensures the operation of the training systems and tools (simulator, mock-up, classroom, etc.) within it.
- Provides the coordination between the operations and flight training center for the flight planning and implementation of the fleets, the research and development projects related to the performance characteristics and the preservation of the information obtained from them.
- Works for the development of training and flight rules and cooperates with relevant organizations.

**INTEGRATED OPERATIONS
CONTROL DIRECTORATE**

INTEGRATED OPERATIONS CONTROL DIRECTORATE

- Manages the process to ensure flight operation proceeds as planned in the operational time frame.
- Operates in areas such as operation planning and support, fuel management, crisis management, control management, flight operation management, and maintenance management, and makes planning and provides coordination.
- Ensures that necessary precautions are taken to sustain flight operations safely and securely and continue the operation; and coordination is established with flight crew, management representatives, officials and institutions outside the Company.

SECURITY DIRECTORATE

SECURITY DIRECTORATE

- Ensures the protection of Company personnel, passengers, visitors, buildings, facilities, aircraft and the cargo it is responsible against all kinds of sabotages, attacks, hostage-taking and similar events that threaten security.
- Conducts training, planning, documentation, implementation, coordination and control activities on aviation security and physical security.

**CORPORATE SAFETY
DIRECTORATE**

CORPORATE SAFETY DIRECTORATE

- In issues directly involving operations and safety, s/he contacts Civil Aviation Authorities, manufacturing companies, providers of all internal-external services and inputs, and the other necessary agencies and institutions, attends coordination meetings.
- Identifies risky areas, ensures that measures are taken against threats and danger elements, and aims to reduce accident incidents to zero.
- Provides an effective and continuous accident prevention and flight safety service.

**GROUND OPERATIONS
DIRECTORATE**

GROUND OPERATIONS DIRECTORATE

- Manage the processes of setting the rules of the ground operations, performing the services uninterruptedly within the scheduled times and periods, taking actions, and supervising such actions, within the scope of the national and international legislation and the Company's rules and regulations.
- Manage the processes of establishing the necessary communication with the national and international authorities, the other domestic and foreign airline companies operating, and the ground handling agents on the subjects related to its area of activity.
- Responsible for ensuring that the operational activities conducted and/or procured in the ground operations process are carried out safely and in accordance with the national and international rules and the Company standards.
- Manage the processes of setting all rules related to ground operations as well as documenting, issuing and implementing such rules.

**FLIGHT OPERATIONS
DIRECTORATE**

FLIGHT OPERATIONS DIRECTORATE

- Ensures that the flight operations are carried out safely, economically, effectively and at a high standard.
- Ensures that the planned flight operation is carried out in accordance with international standards, Company regulations and national / international rules.
- Concludes business protocols with units within the scope of national and international rules in order to ensure operations with "airworthy aircraft", and ensures its continuity by establishing coordination principles.
- Cooperates with other departments on issues that aim at the highest level of flight safety, efficiency in the schedule, passenger comfort and economy.

CABIN CREW DIRECTORATE

CABIN CREW DIRECTORATE

- Manages the processes of managing, monitoring the cabin operation activities within the scope of safety and security as well as improving their results.
- Manages the processes of identifying the relevant risks, conducting risk analyzes, and following safety targets within the scope of the Safety Management System for cabin operation.
- Ensures that the cabin operation activities are carried out uninterruptedly at the determined standards.
- Manages the processes of setting, applying and maintaining the necessary standards in coordination with the relevant units for the purpose of achieving the service quality, passenger satisfaction in line with the Company's goals and policies.
- Manages the processes of establishing the communication with the cabin personnel effectively as well as improving that communication.

CREW PLANNING DIRECTORATE

CREW PLANNING DIRECTORATE

- Manages the processes of designing and preparing crew planning systems and processes, and determining the long, medium- and short-term crew needs for all flights carried out or planned to be carried out by the Company.
- Prepares the crew planning systems and processes for all flights carried out or planned to be carried out by the Company.
- Coordinates the process of following the crews in terms of flight, overtime and rest periods until the flights are completed.
- Ensures transfer of performed flight information, to serve as basis for the flight crew's remuneration, travel allowance and deduction calculations to the unit and system to perform relevant calculation.

**REVENUE MANAGEMENT
DIRECTORATE**

REVENUE MANAGEMENT DIRECTORATE

- Examines the existing lines of the Company in detail and performs efficiency analyzes.
- Manages the processes of examining the schedule, passenger status, market potential, passenger fare groups and revenues of the Company lines, performing efficiency analyzes and generating strategies to increase the revenues of the lines.
- Manages the processes of researching and evaluating the current market conditions and the actions and strategies of rival companies regarding pricing and revenue management.
- Manages the process of estimating the number of passengers and unit revenue for each line based on the revenue budget of the Company.
- Manages practices for media planning and payments regarding corporate and online customer segments.

**CATERING AND IN-FLIGHT
PRODUCTS DIRECTORATE**

CATERING AND IN-FLIGHT PRODUCTS DIRECTORATE

- Carries out the procurement process of the catering service and passenger comfort products and services to be offered to the passengers on the Company aircraft.
- Fulfills the duties of preparing the projects for products and services under market conditions, creating and monitoring the necessary systems and ensuring coordination with the relevant units when necessary.
- Ensures that the developments related to in-flight catering products and services in world civil aviation are followed and adapted to the Company.
- Ensures that the relations of the Directorate with domestic and foreign catering companies and other organizations are carried out.

**PRODUCTION PLANNING
DIRECTORATE**

PRODUCTION PLANNING DIRECTORATE

- Ensures the development of the Company network structure according to commercial and technical criteria, the evaluation of fleet opportunities with scheduled, additional or charter flights within the framework of market conditions, and the evaluation of new point and frequency increases in accordance with the fleet planning.
- Ensures that the Company tariff structure is arranged according to network management techniques, that the sectoral developments in the world are monitored and that studies and reporting of line opening or closing in line with commercial and operational criteria are carried out.
- While evaluating the tariff and charter flights jointly for the preparation of high and optimum aircraft production and profitability-oriented tariffs within the framework of the fleet, crew, technical and operational possibilities, it ensures that the same policies and targets are followed in type upgrade and additional flight planning.
- Carries out evaluation studies such as opening new points and frequency increases within the framework of fleet possibilities.
- Ensures that the necessary slot and flight permits are obtained for all domestic and international destinations that are within the scope of slot coordination and scheduled passenger flights of the main brand.

**BRAND AND PROMOTION
DIRECTORATE**

BRAND AND PROMOTION DIRECTORATE

- Manages the Company's marketing communications strategies considering market dynamics and if necessary ensures their revision.
- Provides promotional materials for marketing, and manages and controls all these activities by coordinating corporate publications and selling advertising rental areas of the Company.
- Manages market research activities performed locally and abroad to evaluate Company brand perception and recognition as well as the efficiency of promotional activities by establishing required coordination.
- Manages the process of editing, checking, approving and publishing all printed materials of Company and its sub brands to match the corporate identity.
- Manages processes of preparing, realizing and implementing the public relations main communications action plan in light of Company corporate communications strategies also by receiving support from Public Relations agencies outside the Company if required.

MARKETING DIRECTORATE

MARKETING DIRECTORATE

- Manages via coordination the processes of planning, developing marketing activities and controlling the implementations in order to contribute to the Company's income according to domestic and international market conditions, developments in the civil aviation conditions, strategic plans, market targets and market conditions.
- Manages all of the activities regarding the central customer database that will be a reference to the Company's marketing activities.
- Manages processes of separating the data in the customer database, keeping the customer in hand, re-gaining the customer and designing the campaign activities.
- Manages via necessary coordination the process of developing marketing projects that will provide added value to the Company.

SALES DIRECTORATE

SALES DIRECTORATE

- Manages the processes of transmitting to the customer the service provided within the strategic plans, commercial targets and market conditions of the Company in an effective way together with the designed and implemented sales policies and work steps and realizing the customer satisfaction regarding sales.
- Designs and executes sales-enhancing tactics and practices (incentive system, special discounted fee authorization, promotional tours, ticketing service fees, etc.) by using direct and indirect sales channels.
- Manages via necessary coordination the process of determining the ticket fees by evaluating requests and feedbacks coming from the market.
- Manages the processes of notifying requests and views regarding determining lines that form the Company flight network, flight intensities and aircraft types used in flights.
- Manages sales organization activities for the performance of service sales by providing corporate and online sales and marketing activities planned in accordance with Company's basic marketing and sales policy to customers and appropriating services directly related to passengers in accordance with current conditions.
- Manages activities of monitoring of corporate and online markets in light of competitors and performance and tracking developments by establishing coordination with relevant units.
- Manages the performance of corporate and online marketing activities in sales channels and allocation of marketing tools required for this purpose.

**CARGO OPERATIONS
DIRECTORATE**

CARGO OPERATIONS DIRECTORATE

- Carries out the operational processes regarding the cargo activities of the Company within the framework of the rules in national and international legislation; provides the necessary equipment and operation support, ensures coordination, implements productivity-enhancing projects and ensures the realization of the necessary investments.
- Coordinates the supply, maintenance and repair of equipment and materials required for cargo operation.
- Concludes service procurement agreements with competent organizations at the flight points and inspects the performance of the companies from which service is received in this context.

**CARGO MARKETING
DIRECTORATE**

CARGO MARKETING DIRECTORATE

- Manages the processes of producing studies to increase cargo income and capacity within the framework of medium and long-term forecasts created by researching the impact of economic, commercial and political developments affecting the cargo activities of the Company on transportation and by constantly monitoring the current development.
- Responsible for making the necessary planning for the maximum financial contribution of cargo flight schedule, cargo special charter flights and capacity changes, realizing the sale of cargo special charter flights when necessary, and managing all these activities.
- Manages the processes related to marketing targets, plans, programs and activities that will ensure the sustainability of cargo revenue growth and profitability.
- Manages the processes of determining cargo product and business development methods, objectives and elements, and developing and implementing/having implemented appropriate strategies in this regard.

CARGO SALES DIRECTORATE

CARGO SALES DIRECTORATE

- S/he manages the processes of creating the cargo sales strategies in line with the Company's strategic plan, commercial goals, and the market conditions, implementation of such strategies, and carrying out the sales activities so as to ensure maximum gain.
- Manages the processes of customer services, key customer relations, coordination of sales channels and execution and development of sales support functions, and control of implementations in order to ensure customer satisfaction and loyalty and contribute to income increase in this context.
- S/he manages the processes of designing and executing tactics and implementations (incentive system, special discount fee authority, promotion tours, etc.) that increase the cargo service sales by using direct and indirect sales channels, and completing them by establishing the necessary coordination.

**CARGO REVENUE MANAGEMENT
AND PRODUCTION PLANNING
DIRECTORATE**

CARGO REVENUE MANAGEMENT AND PRODUCTION PLANNING DIRECTORATE

- It manages the development processes of applications for maximum revenue and profit-oriented use of cargo capacities of passenger and cargo aircraft.
- It manages the processes of conducting the necessary studies for the evaluation of Guaranteed Space Allocation (allotment) requests in a way that will bring the highest revenue by considering past period statistics and realization rates in order to allocate a certain portion of the supplied capacity to regular loads.
- It manages the processes of following up current market conditions, competition status, Partnership flight schedule, product details and changes, efficiency analyses and revenue increase studies.
- It manages the processes of determining consistent limits between pricing and revenue management functions in line with the Partnership's interests in order to use cargo capacity more efficiently and the coordinated operation of revenue optimization units focused on different regions.
- It manages the processes of evaluating revenue and profit changes for cargo/mail transportation, consulting with relevant unit managers in order to maximize revenue performance, taking precautions and reporting when necessary.

**IT SERVICE MANAGEMENT
DIRECTORATE**

IT SERVICE MANAGEMENT DIRECTORATE

- Manages the processes for procuring software development, software maintenance, and support services required by the Partnership, ensuring that business and technical needs are met with appropriate quality.
- Manages the processes related to the administration of Information Technology investment and operational budgets, including monitoring actual expenditures.
- Manages the processes for initiating procurement and for preparing, arranging, executing, and operating agreements in line with contract terms, ensuring that products/services procured within the area of responsibility comply with the defined requirements.
- Manages the processes for acquiring the necessary services to ensure the operational continuity of Information Technology Services and for ensuring that improvements are implemented by the supplier.
- Manages the processes for identifying the Partnership's infrastructure capacity needs and ensuring that the supplier performs capacity planning for current and future requirements.

**INTERNATIONAL RELATIONS &
ALLIANCES DIRECTORATE**

INTERNATIONAL RELATIONS & ALLIANCES DIRECTORATE

- In the process of Company policy and developing competition, it increases commercial cooperation with foreign airlines, and protects and develops the rights and interests of the Company in the commercial agreements and civil aviation institutions in the best way.
- It is responsible for the conclusion of agreements with Star Alliance member airlines and airlines not within the scope of Star Alliance, and monitors and coordinates the amendment, extension and/or termination of such agreements when necessary.

**INVESTMENT MANAGEMENT
DIRECTORATE**

INVESTMENT MANAGEMENT DIRECTORATE

- Coordinates the planning, project, investment, research, performance monitoring and statistical preparation and reporting processes in line with the Company goals and strategies. Follows the implementation and provides coordination of external relations by revising it when necessary.
- Ensures long-term fleet planning by determining the need for aircraft, and in this context, the most suitable aircraft types, engines, products and features related to aircraft are determined and supplied and added to the fleet of the Company.



TURKISH AIRLINES

A STAR ALLIANCE MEMBER 