

PEGASUS HAVA TAŞIMACILIĞI A.Ş.
BYLAWS OF THE BOARD OF DIRECTORS

1. PURPOSE

This Procedure aims to ensure that the Board of Directors conducts its operations in a transparent, accountable, fair and responsible manner. In this respect this Procedure determines in writing the rules and procedures applicable to the responsibilities of the Board of Directors, the meetings of the Board of Directors as well as the deliberations at such meetings, resolutions and other functions of the Board of Directors outside such meetings, and the recording of deliberations and decisions of the Board of Directors.

(Reference: Principles 4.2.1 and 4.4.5)

2. SCOPE

This Procedure determines the working principles and procedures of the Board of Directors.

This Procedure has been prepared in accordance with the provisions of the TCC, CML, the Communiqué and the Principles, the OECD Principles and similar corporate governance regulations implemented at the discretion of the Board of Directors and the Articles of Association.

The relevant provisions of the applicable law and the Articles of Association on the formation, structure, meeting and voting quorums of the Board of Directors which are not regulated in this document are reserved.

3. RESPONSIBILITIES

Corporate Secretariat is responsible for the preparation, up-to-date maintenance and control of this Procedure.

This Procedure may be amended or revoked by a decision of the Board of Directors directly or at the recommendation of the General Manager (CEO).

4. DEFINITIONS AND ABBREVIATIONS

Articles of Association: Pegasus Articles of Association

Board (of Directors) : Pegasus Board of Directors

CML : Capital Markets Law No. 6362

Communiqué : CMB's Corporate Governance Communiqué No: II-17.1

OECD Principles : G20/OECD Principles of Corporate Governance

Pegasus (Company) : Pegasus Hava Taşımacılığı Anonim Şirketi

Principles : Corporate Governance Principles annexed to the Communiqué

Procedure : Procedure on the Bylaws of the Board of Directors

TCC : Turkish Commercial Code No. 6102

5. APPLICATION

5.1. Function of the Board of Directors

- 5.1.1.** Without prejudice and any limitations to the mandatory provisions of the applicable law and the Articles of Association regarding the authority, responsibilities, duties of the members of the Board of Directors and the delegation thereof, the Board of Directors:
- i. provides entrepreneurial leadership of the Company by taking decisions and guiding and overseeing the Company management, maintaining its risk, growth and income balance at the most appropriate level and by giving priority to the long-term interests of Pegasus with a diligent risk-management approach (Reference: Principle 4.1.1);
 - ii. guides corporate strategy, determines the human and financial resources required by Pegasus and approves the Company's annual budget, and while preventing conflicts of interest and balancing competing demands on Pegasus, supervises the performance of Pegasus and its management (Reference: Principle 4.1.2, OECD Principles Section VI, Paragraph 3); and
 - iii. supervises the compliance of Pegasus' operations with the applicable legislation, the Articles of Association, the internal regulations and corporate policies (Reference: OECD Principles Section VI, Paragraph 3).
- 5.1.2.** The matters listed in Annex B hereto fall within the authority and responsibility of the Board of Directors, save as otherwise dictated by the applicable law.

5.2. Members of the Board of Directors

- 5.2.1.** The Board of Directors is composed of minimum five members (Reference: Principle 4.3.1, Articles of Association 10/1). Majority of the members of the Board of Directors are non-executive Board members who do not assume any other administrative or executive duties at Pegasus, who are not responsible for administering an executive body within Pegasus, and who do not interfere in daily business and commercial activities of Pegasus (Reference: Principle 4.3.2). In line with the requirements of the Communiqué and the Principles, a sufficient number of independent Board members must be appointed from among the non-executive members of the Board of Directors (Reference: Principles 4.3.3, 4.3.4, 4.3.5 and 4.3.6, Articles of Association 10/1).
- 5.2.2.** Prior to shareholders' general assembly meetings where the appointment of members to the Board of Directors is on the agenda, Pegasus Corporate Governance Committee reviews the applicable nomination and compensation criteria foreseen in the applicable law and prepares and submits to the Board of Directors a set of nomination and compensation criteria and principles for the consideration of the shareholders (Reference: Principles 4.5.11 and 4.5.13, OECD Principles VI.D.4 and V.D.5, Articles of Association 13/4).
- 5.2.3.** Every year at its first meeting following the annual shareholders' general assembly meeting, the Board of Directors elects a Chairperson and a Vice-Chairperson to serve in his/her place in his/her absence (Articles of Association 13/4).
- 5.2.4.** Nomination and appointment of new members to the Board of Directors is carried out in accordance with the CML, the TCC, the Communiqué and the Articles of Association. The nominees should be eligible for the nomination and compensation criteria annually reviewed by the Corporate Governance Committee, as referred to in Section 5.2.2 above. The Board of Directors will determine its competence and the necessary skills matrix for the governance needs of the Company through a Board Competence Matrix and will implement the procedure set out in Annex C to identify potential nominees.
- 5.2.5.** Whenever a new appointment is made in the Board of Directors, such Board member attends an induction program regarding the Company's operations, coordinated by the

General Manager (CEO). Newly appointed Board members are also provided with an information set comprising the most recent annual and interim financial reports, this Procedure, Pegasus Emergency Response Manual, and information on the Board member's responsibilities with respect to his/her access to inside information, his/her duties under the TCC and the Turkish capital markets legislation.

5.3. Timing of Meetings

5.3.1. The Board of Directors convenes for meetings whenever the Company business requires; provided that the Board of Directors meets at least four times a year (Reference: Principle 4.4.1 and Article 12/3 of the Articles of Association). The matrix attached hereto as Annex A provides information on the intended timing for the minimum number of meetings for each calendar year and the meeting agenda.

5.3.2. Before the end of each calendar year the Chairperson proposes to the members of the Board of Directors the dates for scheduled meetings for the following each calendar. Meeting dates for each calendar year are finalized at the last Board of Directors meeting of the preceding year.

5.3.3. Members of the Board of Directors are called for each meeting as provided in the Articles of Association at least five days in advance. The meeting can be convened in the presence of all members without the need for any prior notice period.

(Reference: Article 12/1 of the Articles of Association)

5.3.4. All meetings are held at Pegasus headquarters or any other location in or outside of Türkiye indicated in the meeting invitation (Reference: Article 12/2 of the Articles of Association). Unless invited by the Chairperson no-one other than the Board members can attend meetings of the Board of Directors.

5.3.5. Board members pay special attention to attend all meetings of the Board of Directors, devote appropriate preparation time ahead of each meeting and present their opinions at each meeting (Reference: Principle 4.4.1). The opinions of a Board member who does not attend a meeting but who has submitted opinions to the Chairperson in writing are notified to the other Board members latest at the relevant meeting (Reference: Principle 4.4.3).

5.4. Meeting Agenda and Deliberations

5.4.1. The agenda for each meeting is determined by the Chairperson in discussion with the Board members and Pegasus senior management and is circulated to the members of the Board of Directors. Pegasus senior management prepares its proposal for the meeting agenda one month ahead of the scheduled meeting date and submits it for comments by the Board of Directors (Reference: Principle 4.4.1).

5.4.2. The Chairperson ensures that all information and documentation relating to the issues included in the agenda of the meeting are made available for the examination of the Board members one week before the meeting (Reference: Principle 4.4.2).

5.4.3. The matrix attached hereto as Annex A provides indicative information on the standing and special agenda items for the minimum number of meetings planned for each calendar year. For the avoidance of doubt, changes may be made on the indicative list for any meeting.

5.4.4. Each item included in the meeting agenda are discussed openly and in all its aspects. The Chairperson spends best efforts to ensure the efficient participation of all Board members at the meeting (Reference: Principle 4.4.6).

5.4.5. Board members dissenting on any matter discussed during the meeting records his/her reasonable and detailed dissenting opinion in the minutes (Reference: Principle 4.4.6).

5.5. Decisions

5.5.1. Each Board member has one vote in the Board of Directors (Reference: Principle 4.4.4).

5.5.2. Validity of the decisions by the Board of Directors is subject to the fulfilment of the requisite meeting and voting quorums set out in the Articles of Association, and, to the extent applicable, any special requirements set out in the applicable legislation, including the mandatory provisions of the Communiqué with respect to important transactions and related party transactions (Reference: Principles 1.3.10 and 4.4.7 and Article 12/4 of the Articles of Association).

5.5.3. Notwithstanding the foregoing, unless one of the Board members asks for a meeting in writing, the Board of Directors can also adopt decisions by the written approval of simple majority of its members to a written proposal submitted by a Director (Reference: TCC 390/4, Article 14/4 of the Articles of Association).

5.5.4. Each resolution passed at the Board of Directors is put into writing and signed by the sufficient number of Board members, in Turkish and in English, and are kept in the Resolution Ledger of the Board of Directors.

5.6. Participation in Meetings through Electronic Means

5.6.1. Subject to the establishment and the successful operation of the requisite infrastructure, Board members can participate in meetings of the Board of Directors through electronic means within the framework of Article 1527 of the TCC, the Communiqué of the Ministry of Trade regarding Corporate Meetings (other than General Assembly) Held by Electronic Means and Article 12/5 of the Articles of Association.

5.6.2. Until the electronic infrastructure meeting the requirements set out in the paragraph above is established, the relay of documents and information relating to the work of the Board of Directors and all group communication with Board members are carried out through web-based software procured by the Company. Corporate Secretary is responsible for administering the portal in accordance with Article 12 hereof.

5.7. Conflict of Interest

5.7.1. Each member of the Board of Directors allocates sufficient time to perform his/her role as a Board member of Pegasus. A Board member may assume duties as a director or manager in or may provide consulting to another company; provided that this does not constitute a conflict of interest and impair the performance of the Board member's duty at Pegasus. In the event such other duty to be assumed by the director during his/her term of office as a member of the Board of Directors may have an effect on his/her duties at Pegasus, the Board member must consult with the Chairperson prior to accepting duty elsewhere. Other duties assumed by the Board members outside of Pegasus, indicating whether or not such duties are performed in affiliates, are announced to the shareholders prior to the general assembly meeting where appointment of the members of the Board of Directors is on the agenda.

(Reference: Principle 4.4.7, OECD Principles VI.E.3)

5.7.2. Board members cannot attend discussions or vote on agenda items giving rise to a conflict of interest between the interests of Pegasus and the interests of the Board member, his/her relatives or other related parties. For the purposes of this paragraph (i) relatives include parents, children, spouse and blood relatives or relatives by affiliation up

to and including the third degree of affinity and (ii) related parties include any business undertaking, enterprise or a legal entity where the relevant Board member participates in the ownership, direction or management.

(Reference: TCC 393/1 and Principle 4.4.7)

5.7.3. Each Board member is required to notify the Chairperson of any direct or indirect conflict of interest as soon as possible after the receipt of the meeting agenda and in any event at the beginning of each meeting. In the event of doubt, the Board of Directors votes on the matter. In the event a Board member cannot participate in the discussion and vote of an agenda item, the matter and the reasons of the conflict of interest are indicated in the relevant decision (Reference: TCC 393/3).

5.7.4. In any event, members of the Board of Directors must obtain the approval of the Chairperson prior to providing any consultancy service to Pegasus.

5.8. Evaluation of Works

5.8.1. To determine whether it is functioning effectively, the Board of Directors reviews this Procedure and performs an evaluation of its performance on a regular basis and in arrears to be determined by the Board of Directors. The Board of Directors may consider the engagement of reputable, independent service providers to facilitate review processes. Key findings of evaluations will be used to produce an action plan to address such findings until the evaluation is renewed at the discretion of the Board of Directors.

5.8.2. The Board may, from time to time, identify past matters discussed and/or concluded at prior Board meetings for hindsight evaluation. The purpose of this evaluation is to analyze the actual outcome of the Company's actions compared to intended results, and drive conclusions for future discussions and decisions. The template provided in Annex D hereto provides an outline for such review by the Board of Directors.

5.9. Periodical Reporting to the Board of Directors

5.9.1. The Board of Directors is periodically informed on the following matters in following arrears:

- i.** A monthly overview of business by the General Manager (CEO), provided within the following month;
- ii.** A summary of operational and financial results prepared by management each month with respect to the previous month and year-to-date, including EBITDA, EBT, ancillary and non-fuel CASK analysis compared to the budget, provided within the following month (January & February results to be provided together in March);
- iii.** A summary of ESG/Sustainability actions prepared by management each month, provided within the following month;
- iv.** An investor relations report prepared by Pegasus Investor Relations at least four times each year, as part of the Board meeting documentation, on the latest industry analysis, stock performance trend and multiples benchmarked against domestic and international peers, material changes in shareholding structure, latest foreign ownership data, analyst information and target prices, Pegasus IR calendar, investor disclosures by Pegasus during the previous month and FAQs received from investors;
- v.** Risk evaluation reports prepared by the Pegasus Risk Committee once every two months, aimed at early determination of risks that may endanger the existence, development and the future of Pegasus, the implementation of necessary precautionary measures and the management of detected risks, as of the end of the

second, fourth, sixth, eighth, tenth and twelfth month of each calendar year, and upon review and approval by the Pegasus Risk Committee (Reference: TCC 378/2); and

- vi. Draft financial results and results presentations prior to the publication of quarterly financial results;
- vii. Financial reports announced by Pegasus in accordance with the applicable law and investor presentations and information notes prepared in accordance with the said reports, reports on corporate governance rating of the Company and other information prepared in connection with operational and financial results, on the date of publication of such documents.

5.9.2. In addition to the information listed in the previous paragraph, members of the Board of Directors are informed of any important operational matters and any other matters prompted by the Pegasus Emergency Response Manual and any matter that falls within the competence of the Board of Directors, and any developments on the foregoing, as soon as possible.

5.10. Other Resources and Access to Information

5.10.1. Members of the Board of Directors may request from the Chairperson that opinions and information from company management are obtained for, and the relevant Company employees are invited to, a meeting of the Board of Directors (Reference: TCC 392/1).

5.10.2. The Board of Directors may retain, at the Company's expense, such advisors and experts as it deems necessary or appropriate to carry out its duties.

5.10.3. Subject to the prior approval of the Chairperson, the members of the Board of Directors may ask to review company records or require information on the business of the company or on specific matters from the members of the senior management outside of the meetings of the Board of Directors (Reference: TCC 392/3).

5.11. Secretariat Work

The secretariat work for keeping the relevant records in relation to the meetings and the resolutions of the Board of Directors is undertaken by the Corporate Secretariat. Corporate Secretary assists the Chairperson in ensuring communication between Board members, coordinates the preparation for the meetings of the Board of Directors and the Committees of the Board of Directors and records and archives all official documentation in this respect. The records kept by the Corporate Secretary are kept available for the review of the Board members.