

2024-2028

ASELSAN STRATEGIC PLAN

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ASELSAN's technology development, R&D competence and scientific approaches position ASELSAN as the leading defense technology company in Turkey; on the other hand, these also enable ASELSAN to play a pioneer role in foreign markets. We have been working on the basis of "Excellence" in every product we produce, and continue to ensure the "Trust" of our customers and stakeholders in every area we focus on since the day we were established. We inspire the future with the aim of continuous "Development", and lead change with breakthrough ideas in line with our "Innovation" principle. We realize all these with the awareness of being Turkey's ASELSAN and with the spirit of "Unity". In order to prepare ASELSAN for the future, we are working for Turkey to have a global voice in transportation and smart systems, security, energy and health by reflecting our half-century long experience in the defense field on the non-defense fields. In 2019, in return of our efforts, we became the first Turkish company to enter the top 50 of Defense News Top 100 by ranking 48th. We succeeded in maintaining our place in the top 50 and ranked 47th in 2022.

ASELSAN's Strategic Plan, which serves as a road map that will carry ASELSAN beyond the era, is prepared with a focus on value creation for our stakeholders in the global markets and it is in line with the goal of reducing Turkey's dependency on external markets. Maintaining sustainable growth to achieve our corporate goals is an indispensable element of the plan creation process that places the strategy map in its core. Strategy map enables us to focus on strategic goals that will prepare us for the future, while our operational activities are carried out successfully in the meantime. The strategic goals were defined based on 4 perspectives (Financial, Customer, Internal Processes, Learning / Development) and 5 themes within the strategy map. Numeric "Corporate Performance Indicators" were defined to quantify the strategic goals and "Strategic Initiatives" were defined to achieve them. The 5 themes which form the basis of the strategic goals are explained below.



Market Centricity

The trust of our customers is our strong suit. As ASELSAN, we have always stood by our customers through the journey that reaches almost half a decade; during this time we have stood behind our products, systems and solutions. With the promise of support throughout the product lifecycle, we assisted our customers in different markets when they needed us. In order to fulfill the demands of target markets in the utmost level and improve customer success with the top and first-to-market products and services in its fields of activity, "Market Centricity" secures a strong place within our strategic approach.



Export Centricity

Our customers are currently using our products/solutions in 85 countries worldwide. We are working relentlessly to increase efficiency in our target markets, sign new contracts, ensure the sustainability of export performance and create sustainable value for shareholders. Therefore, we are developing strategies focusing on exports to gain speed in our journey in becoming a global brand.



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High Technology Acquisition

ASELSAN, Turkey's largest R&D base, has the highest number of R&D personnel and R&D projects in the country. We have made significant progress in reducing technological dependency on external markets especially critical components and fulfilling the needs with national and local technologies by establishing R&D collaborations with our universities, SMEs, subcontractors and business partners. We aim to maintain ASELSAN's position as the leading company in technology and shape customer needs worldwide by developing high value-added strategic technologies and innovative unique solutions. We build our strategies within this framework.



National Industry Ecosystem Leadership and Development of the Solution Partner Portfolio

As ASELSAN, we lead a large ecosystem and contribute to the national technology move via our subcontractors and over 5.500 suppliers. In order to strengthen our relations with the existing suppliers, bring competent suppliers in our ecosystem and accelerate our nationalization study, we have adopted "Gücümüz Bir (Powerful Together)" platform. To date, we have achieved great success with the nationalization of more than 700 products. As one of the important pillars of our strategies, we aim to become stronger through new business partners joining the ASELSAN family and enrich the national industry ecosystem through national and local solutions in order to achieve full independence.



Efficiency

The secret underlying the success of our solutions is having a corporate structure that is based on continuous development. We support the development of our valuable human capital exceeding 10.000 employees and focus on activities increasing employee commitment. In addition, we adopt approaches that strengthen our information management system and transformation activities that improve our processes. By this means, we are focusing on simplification, agility and efficiency improvement in our strategies, processes, the ways we operate our systems and business models.

